

Zions Bank Public Finance

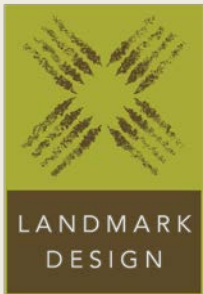
Landmark Design

InterPlan

Team Members



Economic Planners/
Market Analysts

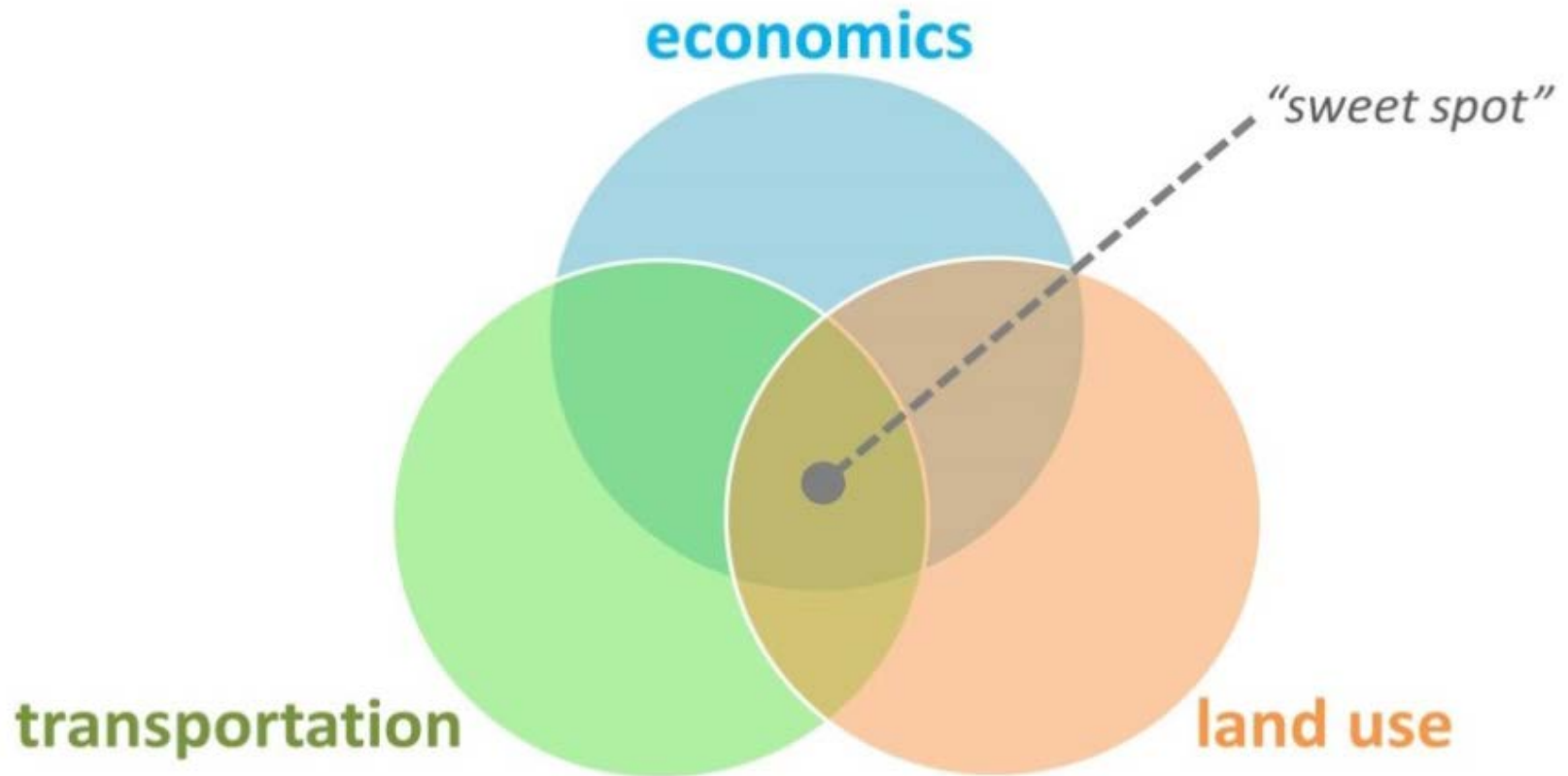


Land Use Planners/
Urban Designers



Transportation Planners

Broad Approach



Broad Perspective



As We Take a Walk Down the Corridor . . .

10 Overall Themes and Findings . . .

1. Connect with the Canyons

High-altpine forest.....

11,500

Mountain mahogany forest

*Maple side canyon.....
Maple side canyon.....*

Aspen forest

4500'

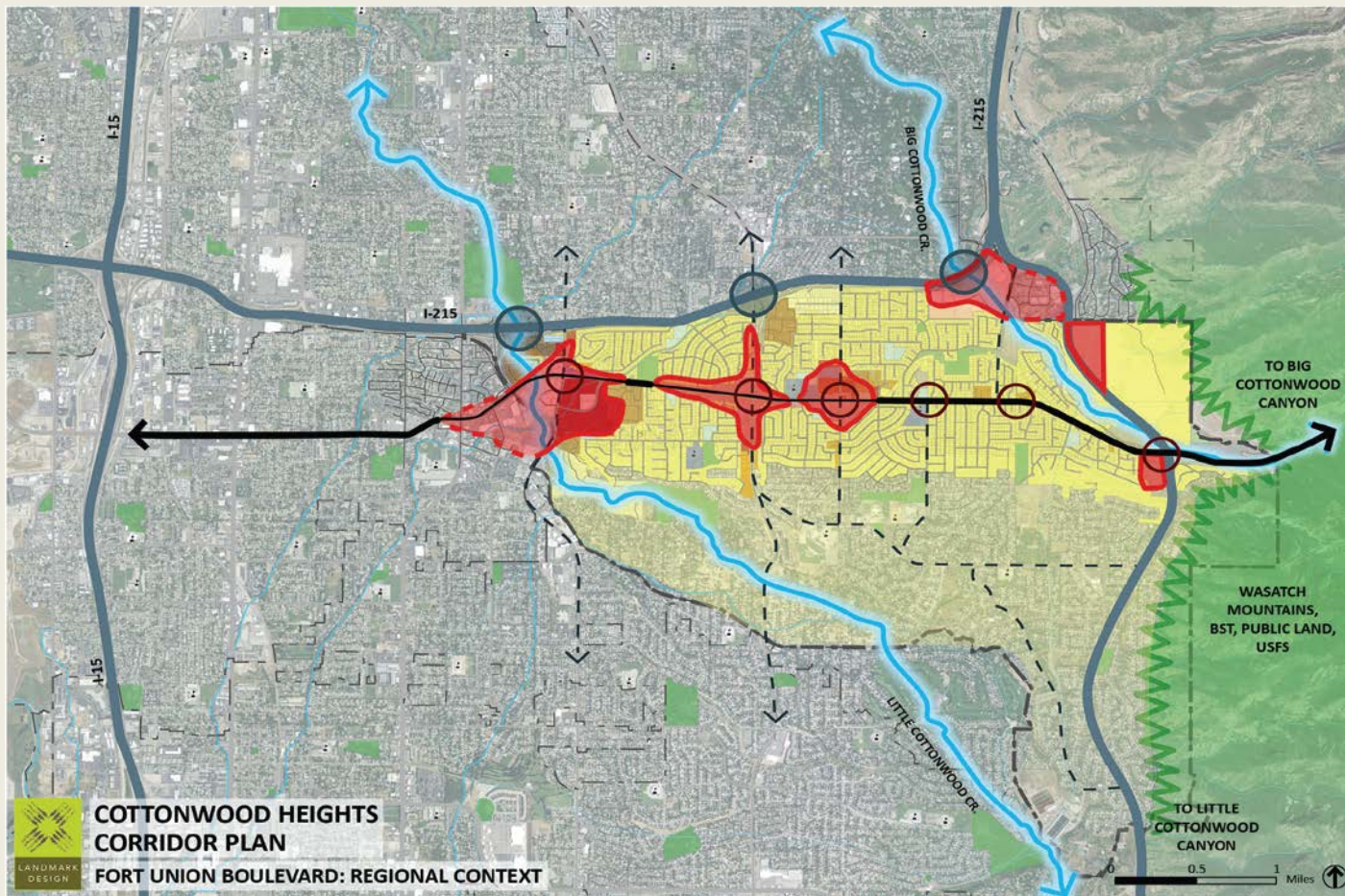
*Bonneville shoreline/
foothills*

*A place that reflects
natural systems,
materials &
environments*

2. Increase as the Premiere Suburban Class A Employment Center in the State of Utah
3. Recapture Lost Sales Tax Leakage
4. Capitalize on Favorable Demographic Characteristics
5. Increase Housing Opportunities



6. Respect Existing Nodes and Neighborhoods
7. Consider Fort Union's Connective Ability



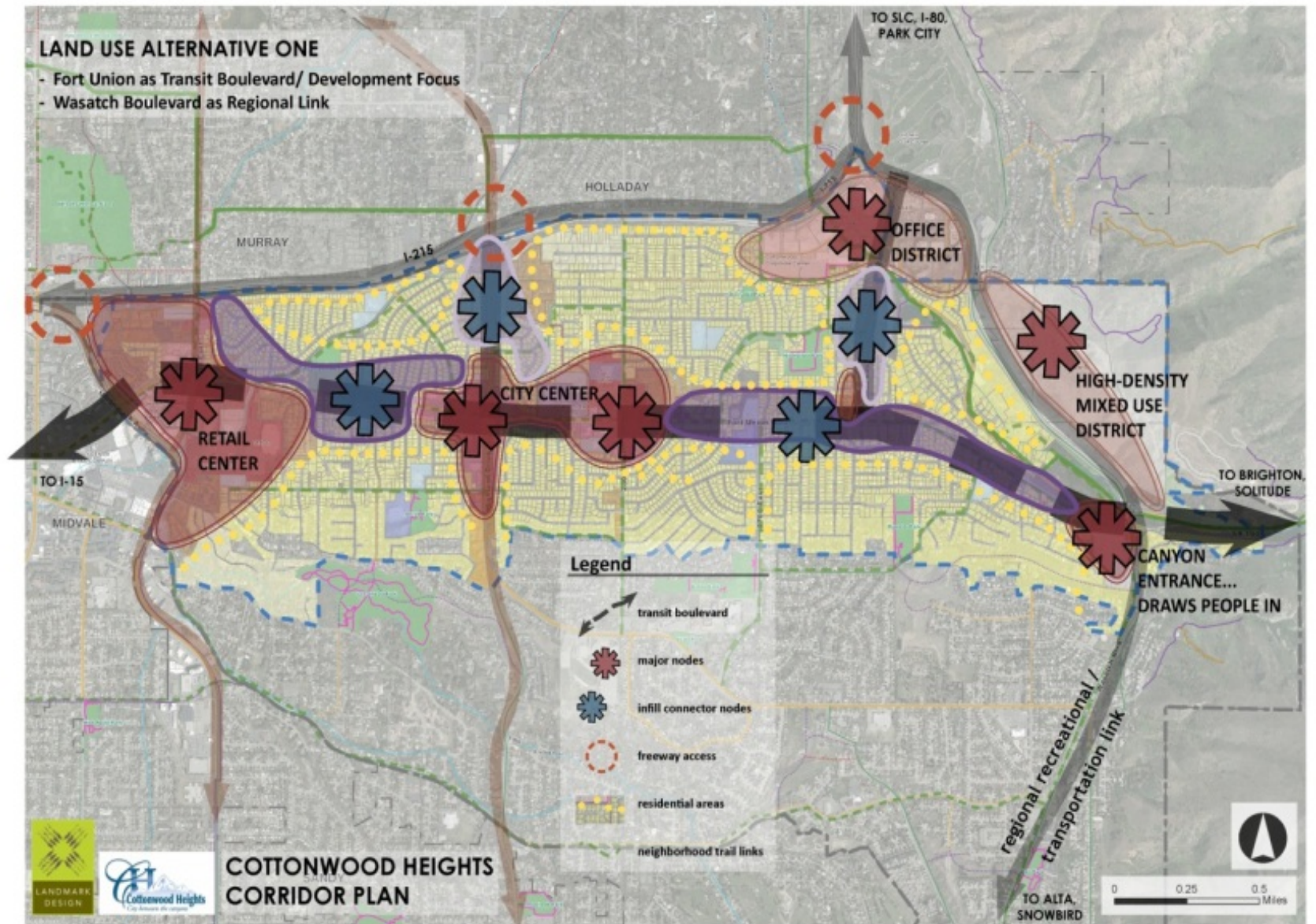
8. Consider the Limited Right-of-Way
9. Decide Whether Fort Union is a Regional or Local Corridor



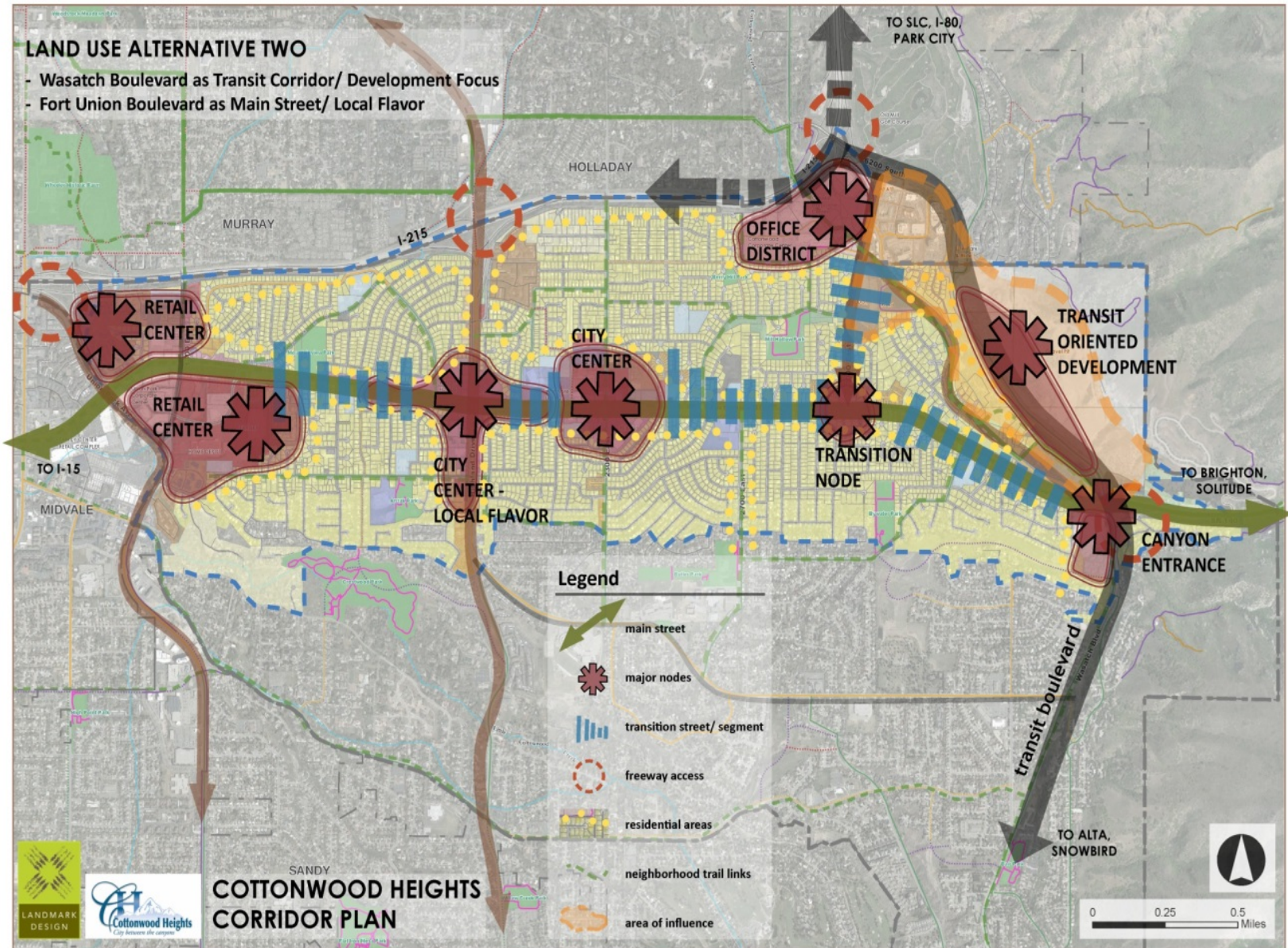
10. Create Something Unique



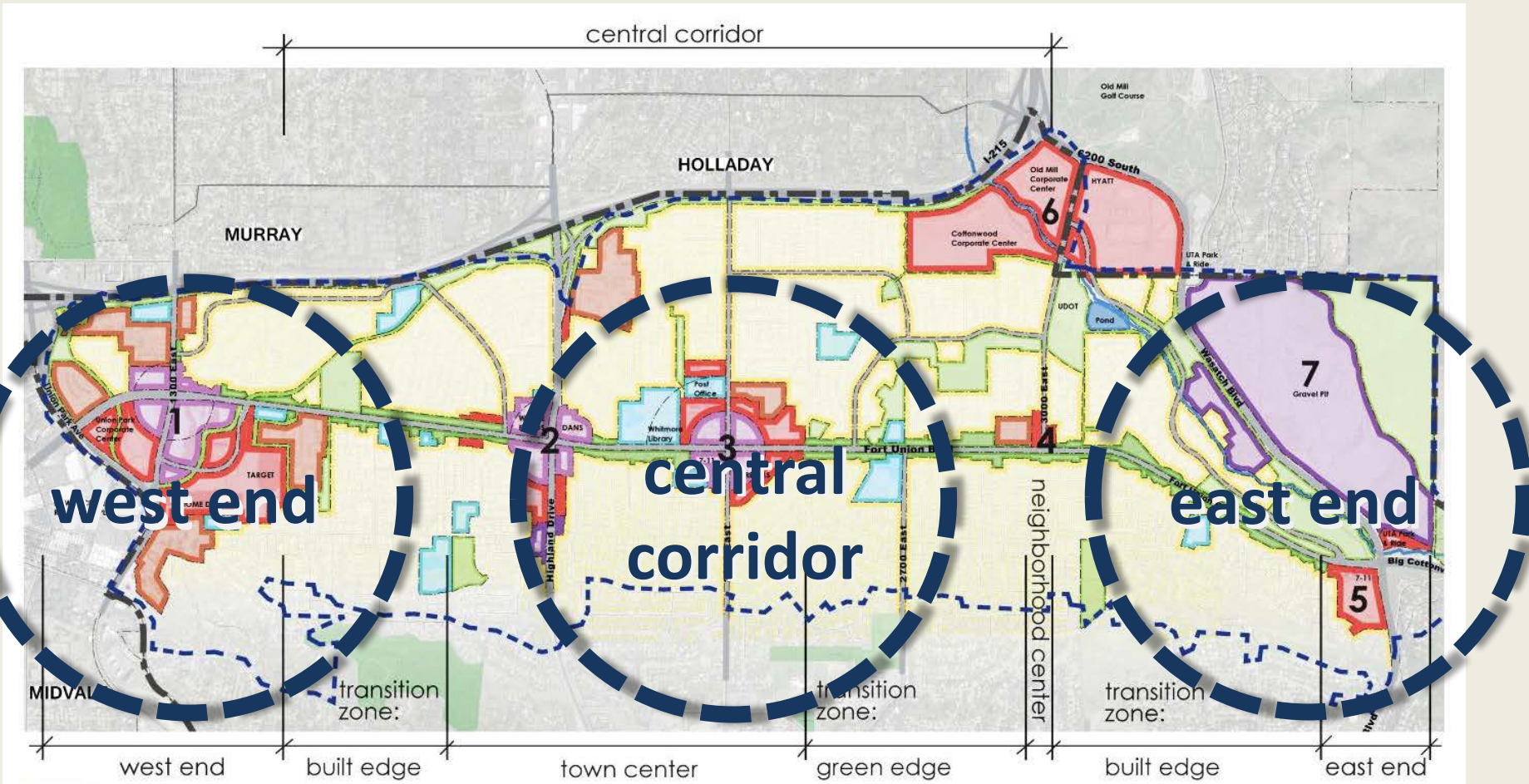
ALTERNATIVE 1



ALTERNATIVE 2



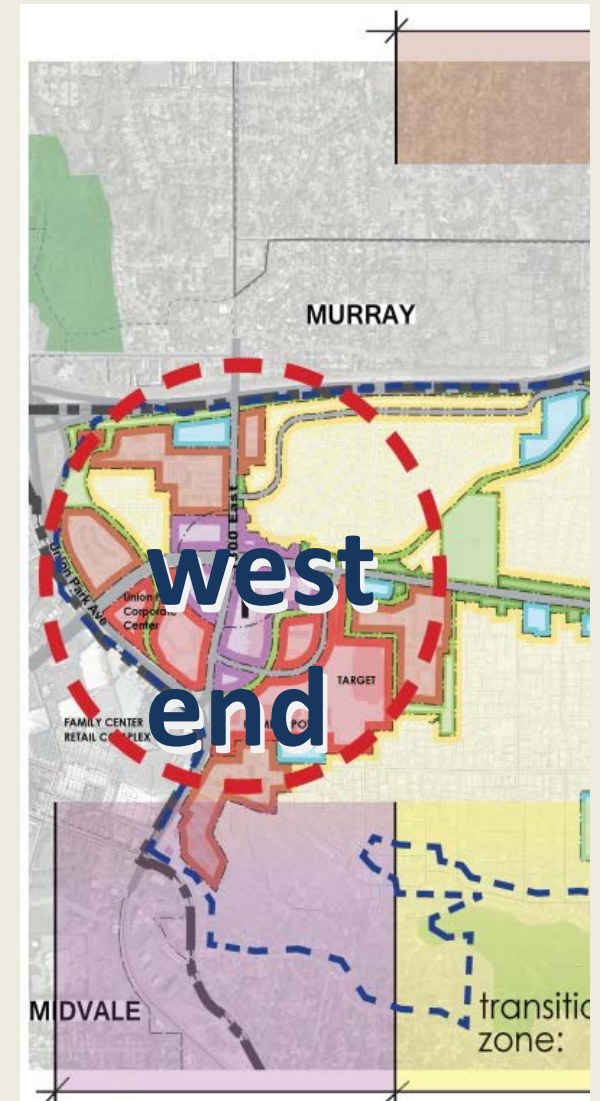
TAKE A WALK DOWN THE CORRIDOR . . .



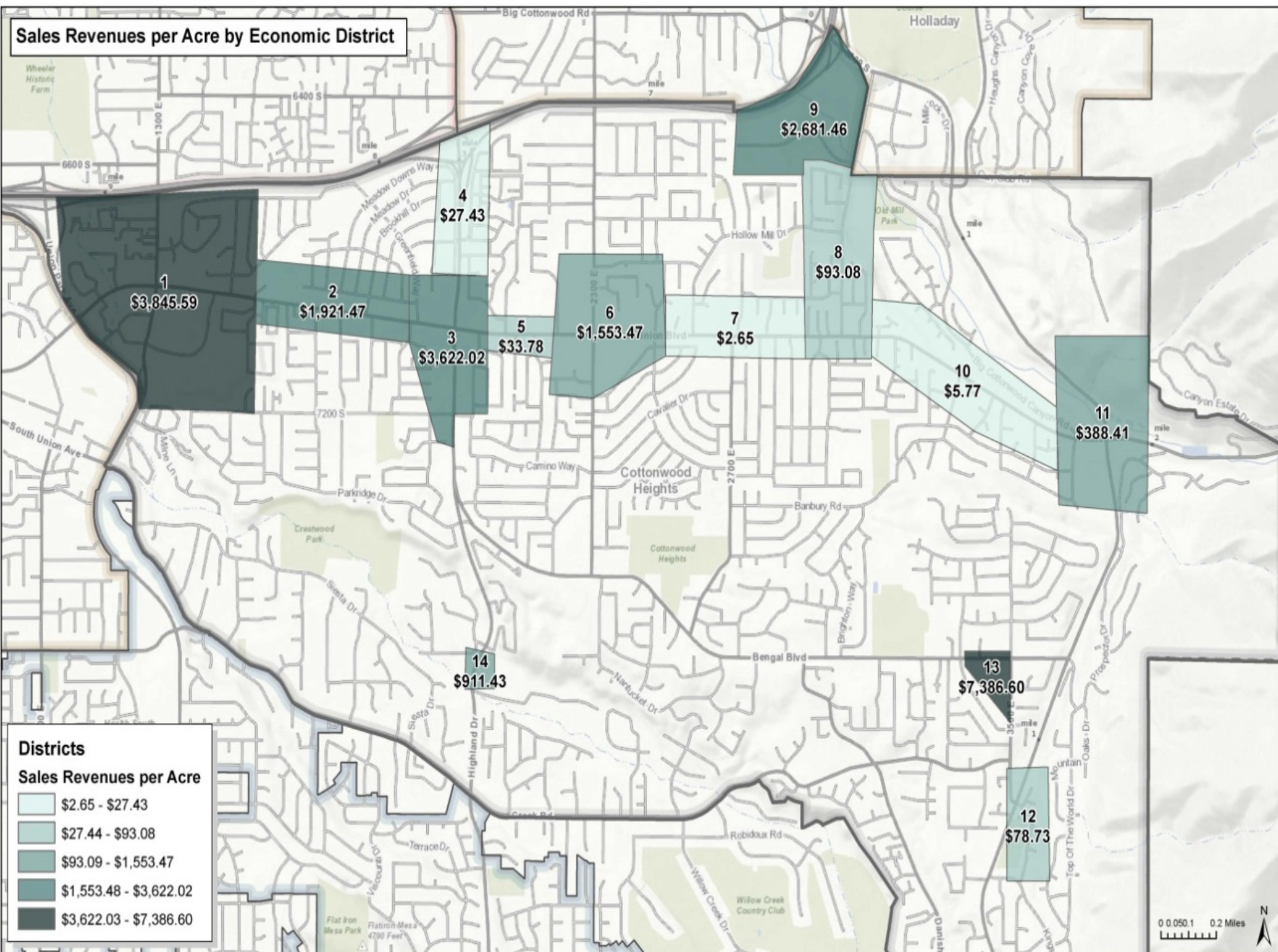
Market Demand Driving Land Use

FOCUS ON LARGER-SCALE / REGIONAL RETAIL USES

- Increase large-scale retail density at District #1
- Add entertainment options, dining and plaza area
- Condense parking areas (reduce requirements, multi-story, etc.)
- Improve visibility, signage, attractiveness
- Capitalize on ease of access compared to Family Center in Midvale



Sales Revenues per Acre by Economic District



Focus on larger-scale retail in District #1

- District #1 is ideal for larger-scale retail, such as general merchandise, big box, furniture, etc. Nearly half of all sales take place in District #1.

District	Total Sales	Share of Total Sales Citywide
Rest of City	\$35,941,248	9.55%
1	\$170,634,560	45.35%
2	\$22,481,184	5.98%
3	\$44,666,728	11.87%
4	\$153,159	0.04%
5	\$147,356	0.04%
6	\$29,531,393	7.85%
7	\$28,437	0.01%
8	\$1,403,259	0.37%
9	\$37,620,886	10.00%
10	\$132,913	0.04%
11	\$9,583,515	2.55%
12	\$479,799	0.13%
13	\$22,218,903	5.91%
14	\$1,228,602	0.33%
Total	\$376,251,942	100.00%

Recapture Lost Leakage Citywide

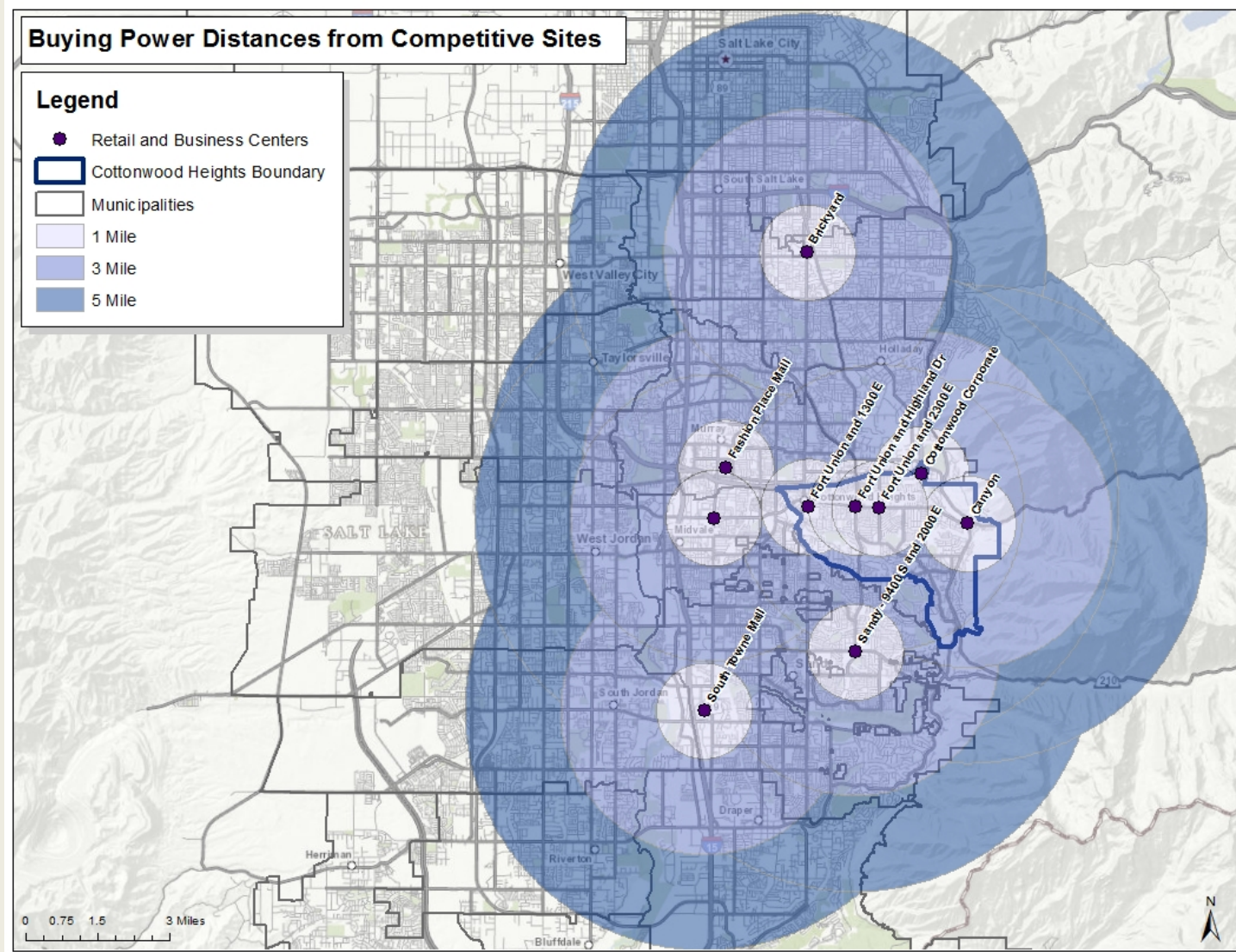
Retail Category	2013 Leakage	2013 Capture Rate
Motor Vehicle and Parts Dealers	-\$72,431,250	7.68%
Accommodation	-\$18,040,442	10.79%
General Merchandise Stores	-\$16,698,928	81.79%
Miscellaneous Store Retailers*	-\$16,003,204	33.05%
Repair and Maintenance	-\$13,686,242	12.80%
Furniture and Home Furnishings Stores	-\$11,145,721	6.15%
Clothing and Clothing Accessories Stores	-\$9,654,085	61.23%
Sporting Goods, Hobby, Book, and Music Stores	-\$7,628,974	49.59%
Gasoline Stations	-\$6,652,381	54.45%
Food Services and Drinking Places	-\$6,019,939	89.41%
Amusement, Gambling, and Recreation Industries	-\$4,502,581	25.10%
Food and Beverage Stores	-\$3,825,111	93.49%
Personal and Laundry Services	-\$1,888,194	60.92%
Performing Arts, Spectator Sports, and Related Industries	-\$1,659,124	4.68%
Museums, Historical Sites, and Similar Institutions	-\$424,631	0.00%
Nonstore Retailers	\$185,694	102.31%
Electronics and Appliance Stores	\$2,401,368	118.98%
Building Material and Garden Equipment and Supplies Dealers	\$5,921,960	117.18%
Health and Personal Care Stores	\$16,563,916	341.76%
TOTAL	-\$165,187,870	66.09%

More Retail Opportunity from Recapturing Lost Leakage than from Growth

Cottonwood Heights	Buying Power	SF Supportable	Average SF Supportable per Year 2013-2030
Population Growth 2013-2030*	\$58,822,193	196,074	7,262
Leakage 2013	\$165,187,870	550,626	20,394
Total	\$224,010,064	746,700	27,656

*Based on population growth of 4,179 persons

Buying Power Analysis – Competitive Sites



Buying Power Analysis – Competitive Sites – 3 Miles

	Population			
	2015	2020	2030	2040
Canyon Entrance	48,744	47,260	48,895	49,815
Cottonwood Corporate	76,466	74,722	77,950	80,691
Fort Union and 1300 E	140,041	139,543	148,709	157,557
Fort Union and 2300 E	110,630	108,140	113,145	117,370
Fort Union and Highland Drive	124,502	122,067	128,053	133,173
Midvale – Fort Union and State	142,821	149,236	165,877	181,974
Sandy - 9400 S and 2000 E	126,286	123,652	129,581	134,133
South Towne Mall	119,518	126,603	143,316	159,426
Fashion Place Mall	146,892	151,357	165,515	178,477
Brickyard	167,882	164,800	171,280	176,114

Retail Density Comparison

Shopping Area	Floor Area Ratio (FAR)
West end of Fort Union	0.28
Holladay Village	
NE	0.45
SE	0.46
SW	0.41
NW	0.57
Farmington Station	0.37



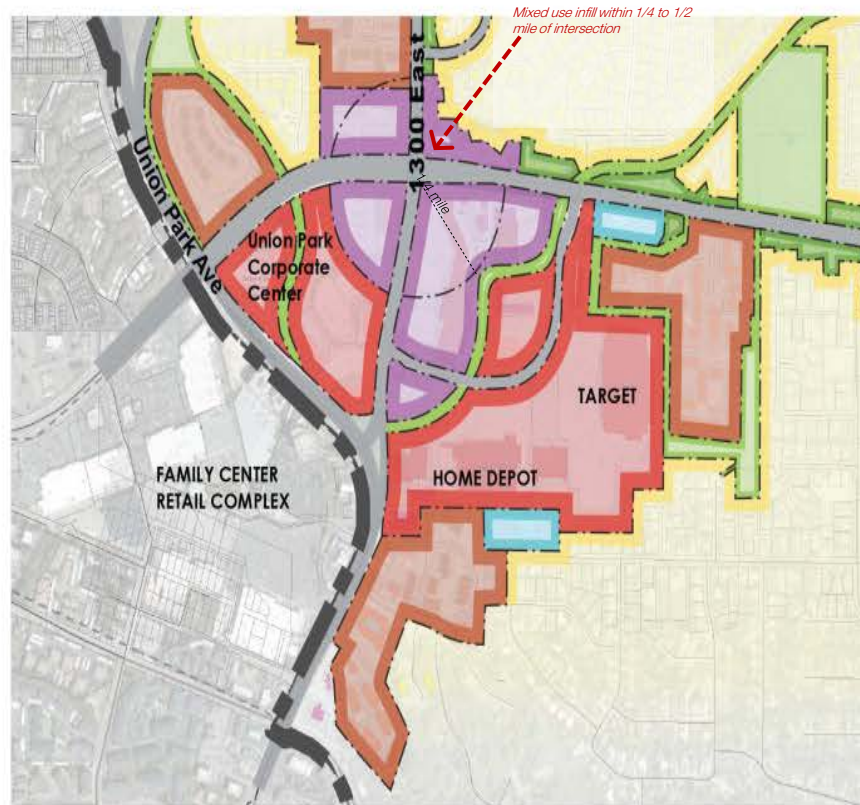
Node 1:

1300 East Becomes a Special Place

Pursue larger-scale businesses

Reduce pedestrian barriers on all corners – convert the area into a walkable place for those living in proximity to it or within the area.

This can be achieved through the formation of discernable pedestrian zones within the parking lots, and strong linkages with future streetside walkways, sidewalks, and bikeways.



Increase large-scale retail density

Condense parking areas (reduce parking requirements, develop multi-story parking, etc.)

Capitalize on ease of access in comparison to the adjacent Family Center in Midvale

Improve visibility, signage, and attractiveness

Add entertainment options, including dining and plaza areas

Capitalize on areas of strength and complementary development

Node 1

*comparable images
& ideas*



*Diversify Uses:
Entertainment, dining, etc.*



*Treat parking lots like good
Streets*



*Create attractive entryways &
and linkages with public ways*



Convert parking areas into examples of sustainable local habitats



Densify, increase height of buildings and incorporate meaningful places to wander and participate

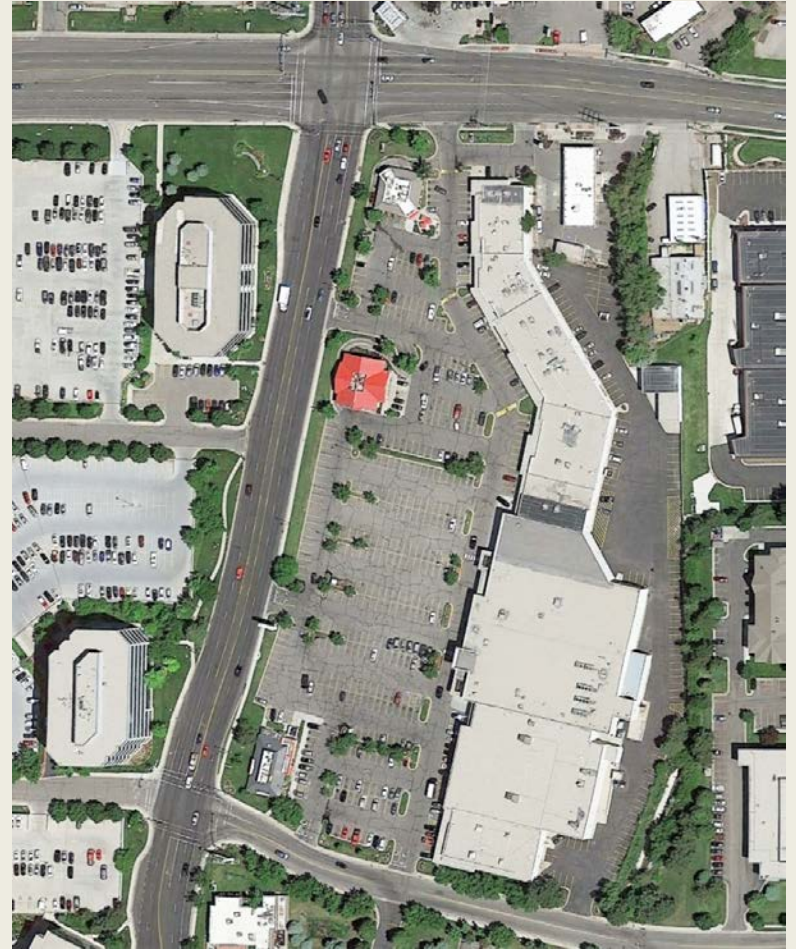


*A place for
people to
shop & linger*

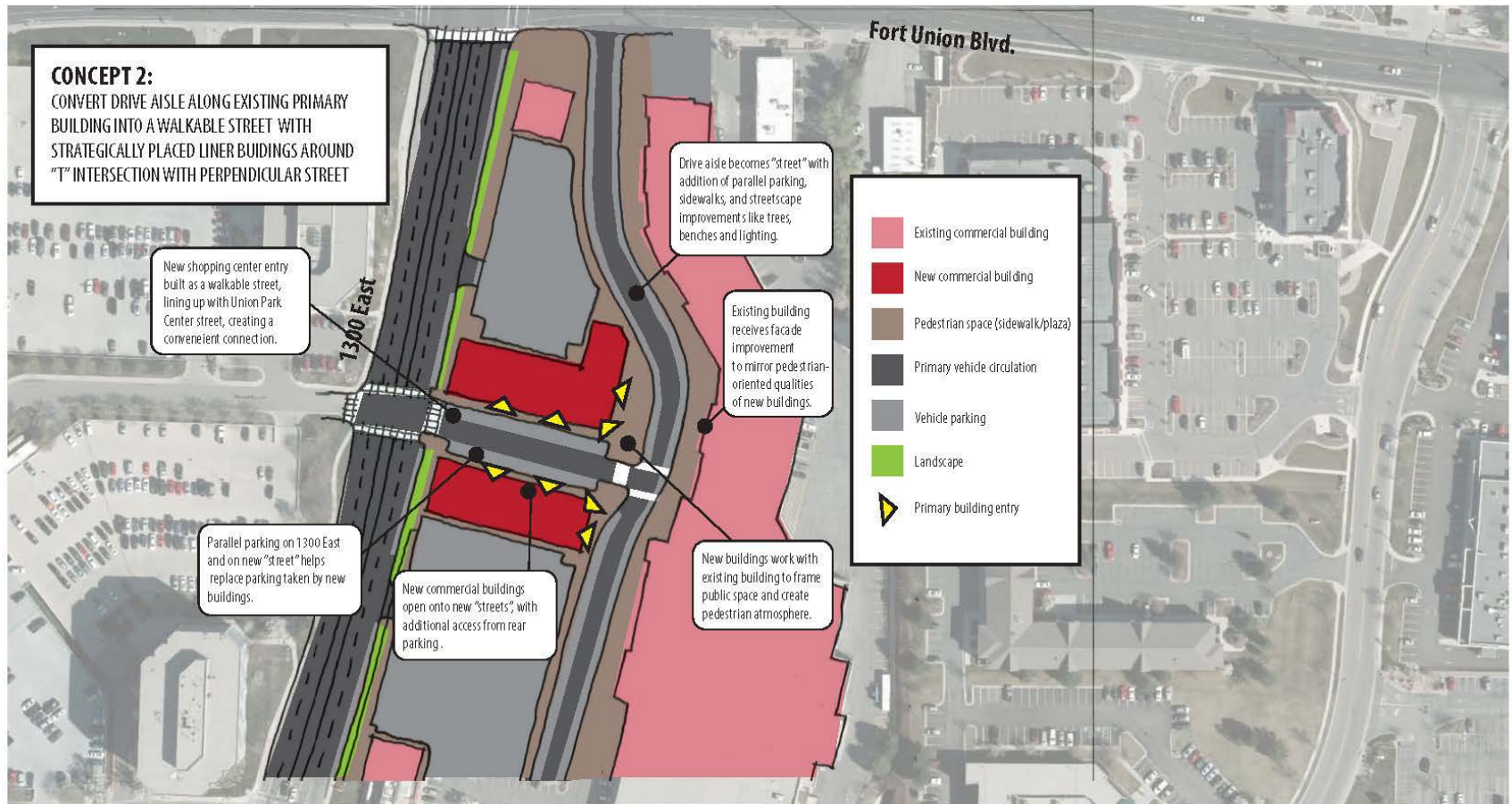
Example:

1300 East/Fort Union
Boulevard

Existing Site Layout



Concept 1: Internal Densification



Concept 2: Densify the Edges



Incorporating Both Concepts

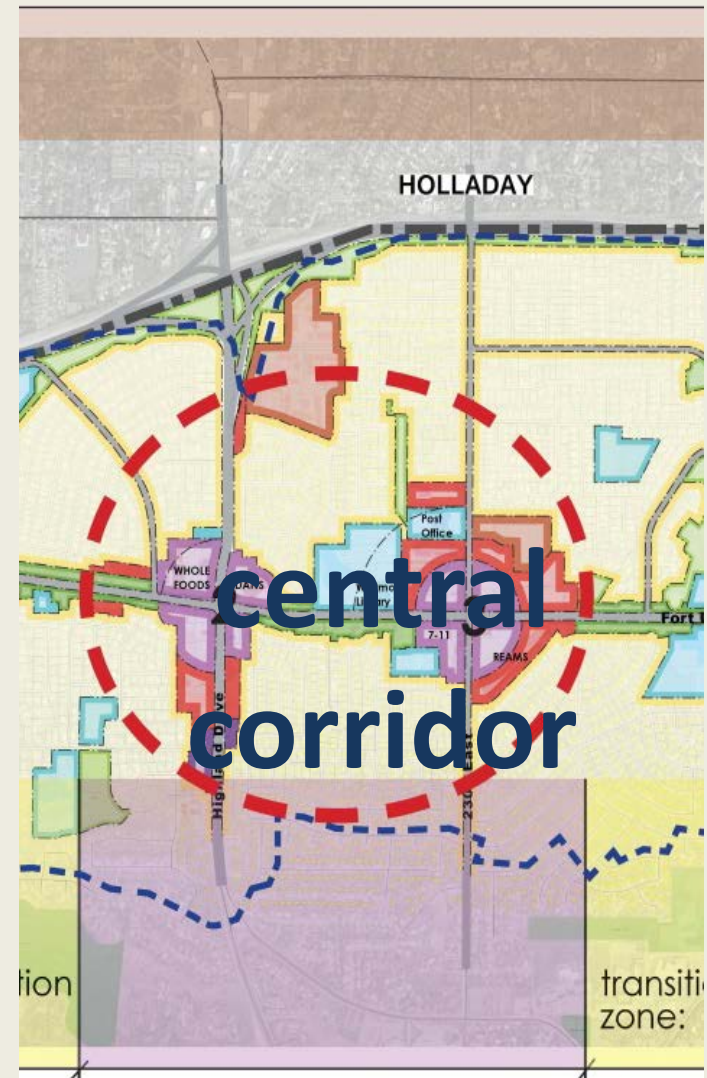


- 1 Convert 1300 East into a walkable shopping zone
- 2 Create a focal courtyard/outdoor activity area with food service
- 3 Convert large parking lots into an internal commercial "street"
- 4 Provide 10'-20' pedestrian access along existing commercial frontage
- 5 Centrally located entrance includes pedestrian streetscape and wide walkways
- 6 Provide mid-block crossings where possible
- 7 Extend pedestrian oriented commercial into the site to create an internal "destination"
- 8 Create front/retail pedestrian access opportunities
- 9 Break up "sea of asphalt" into discernible, well landscaped and pedestrian friendly parking courts
- 10 Provide small courtyards and meeting places between and behind buildings

 Existing Office/Commercial
 New Commercial

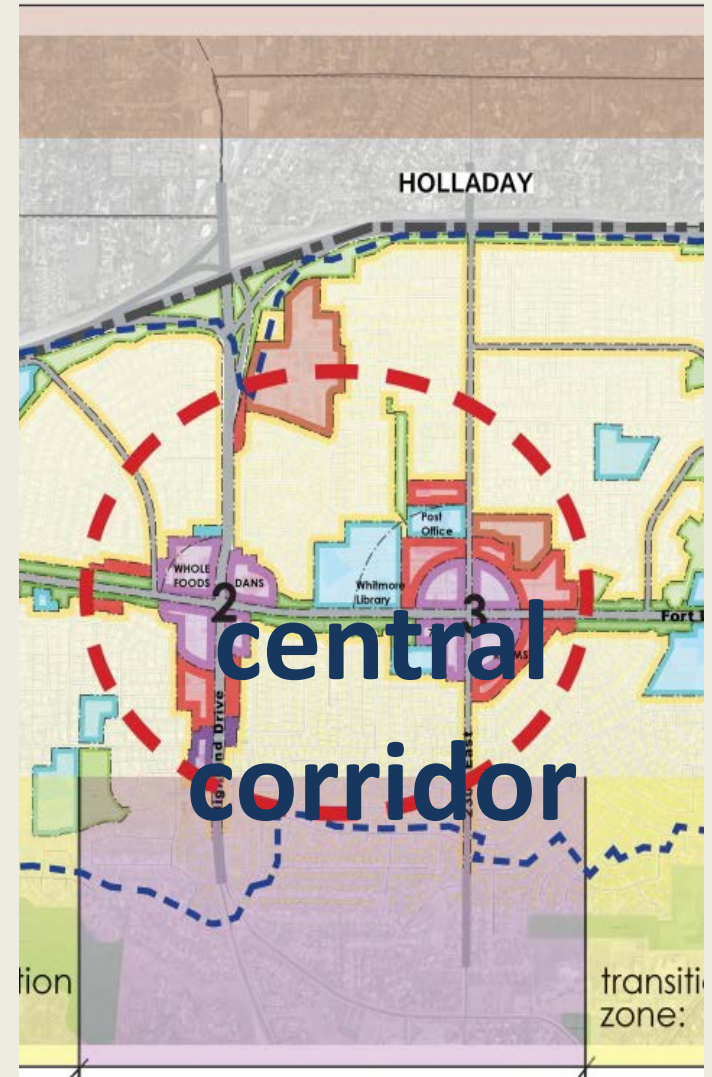
CENTRAL - FOCUS ON NEIGHBORHOOD AND COMMUNITY MARKETS

- Actively recruit recreation-related businesses such as cycling shops, angling shops, etc.
- Develop lunchtime eating
- Redesign nodes to reduce asphalt parking and create walkability; use interiors of blocks
- Bring businesses out to the street; “street wall”
- Recapture lost sales leakage in smaller-scale businesses at nodes



INCLUDE EVENTS AND HOUSING – CITY CENTER

- Create community events that bring visitors down into Fort Union
 - Trail and road running series
 - Cycling center of the Valley
- Increase housing densities at nodes along the Corridor – Highland; 2300 East



THERE IS AN ECONOMIC VALUE TO PLACEMAKING:

Michigan Municipal League: “Streetscape improvements increase storefront occupancy rates, encourage private sector investments, and have shown to improve commercial trading by up to 40 percent.”

Lancaster, CA: \$10M redesign with new lighting, landscaping, street furniture and promotions. Within 2 years, it spurred \$125 M in private investment, **a 26% increase in sales tax revenues, and 800 new jobs**

Lodi, CA: \$4.5M invested to retrofit five main street blocks with sidewalk widening, curb bump-outs, colored paving stones, street furniture, lighting, and other amenities. Resulted in 60 new businesses, drop in vacancy rate from 18% to 6% and **a 30% increase in sales tax revenues** in 3 years



AND MORE BENEFITS . . .

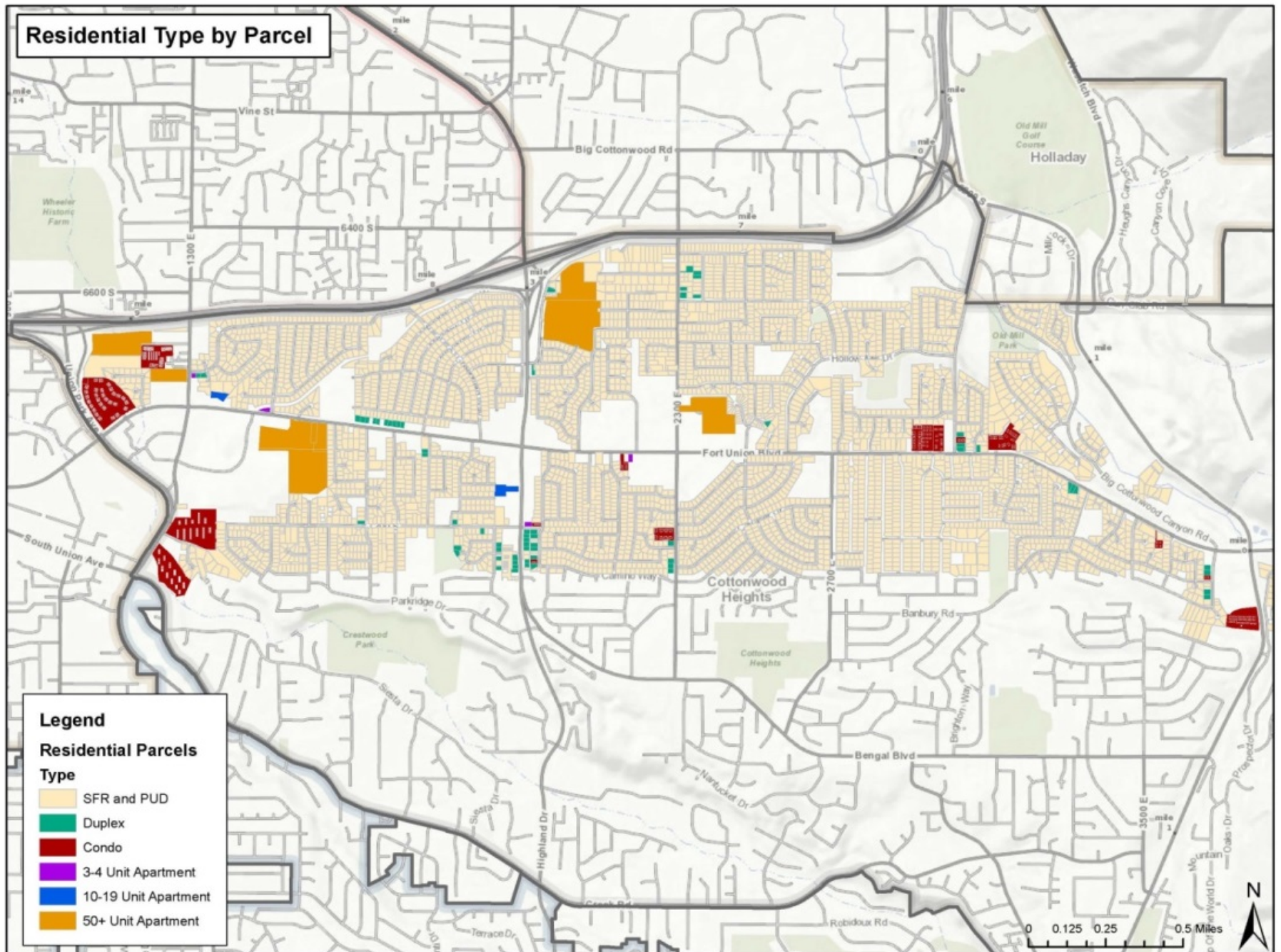
Boarnet Study: “In LA, walkable, densely-built shopping districts saw retail activity up to **4 times greater than strip shopping.**”

West Palm Beach, FL: Improvements in pedestrian crossings, traffic calming and streetscape. **Property values increased** from \$10-\$40/ sq ft to \$50-\$100/sq ft. \$350M in new private investment

Urban Land Institute: “Walkable retail areas with unique [...] qualities provide competitive advantages. Their ‘place-making dividend’ attracts people to visit often, stay longer and spend more money.”



Residential Type by Parcel



Summary of Multi-Family Housing Market:

- Existing multi-family product is fairly old; only 12 units constructed since 2005
- 3-4 story buildings at nodes along Fort Union; if rents rise in next few years, could be potential for 5-6 stories
- Addition of light rail along Fort Union would accelerate residential development and could increase densities
- For-sale townhomes would fit well between the nodes; short-term demand is more for rental units
- Absorption of 100 to 150 units of multi-family units annually; represents 8% - 12% of all multi-family units countywide
- Average sale price: \$185,000 - \$190,000; upper tier of \$250,000



Unique Connection Qualities

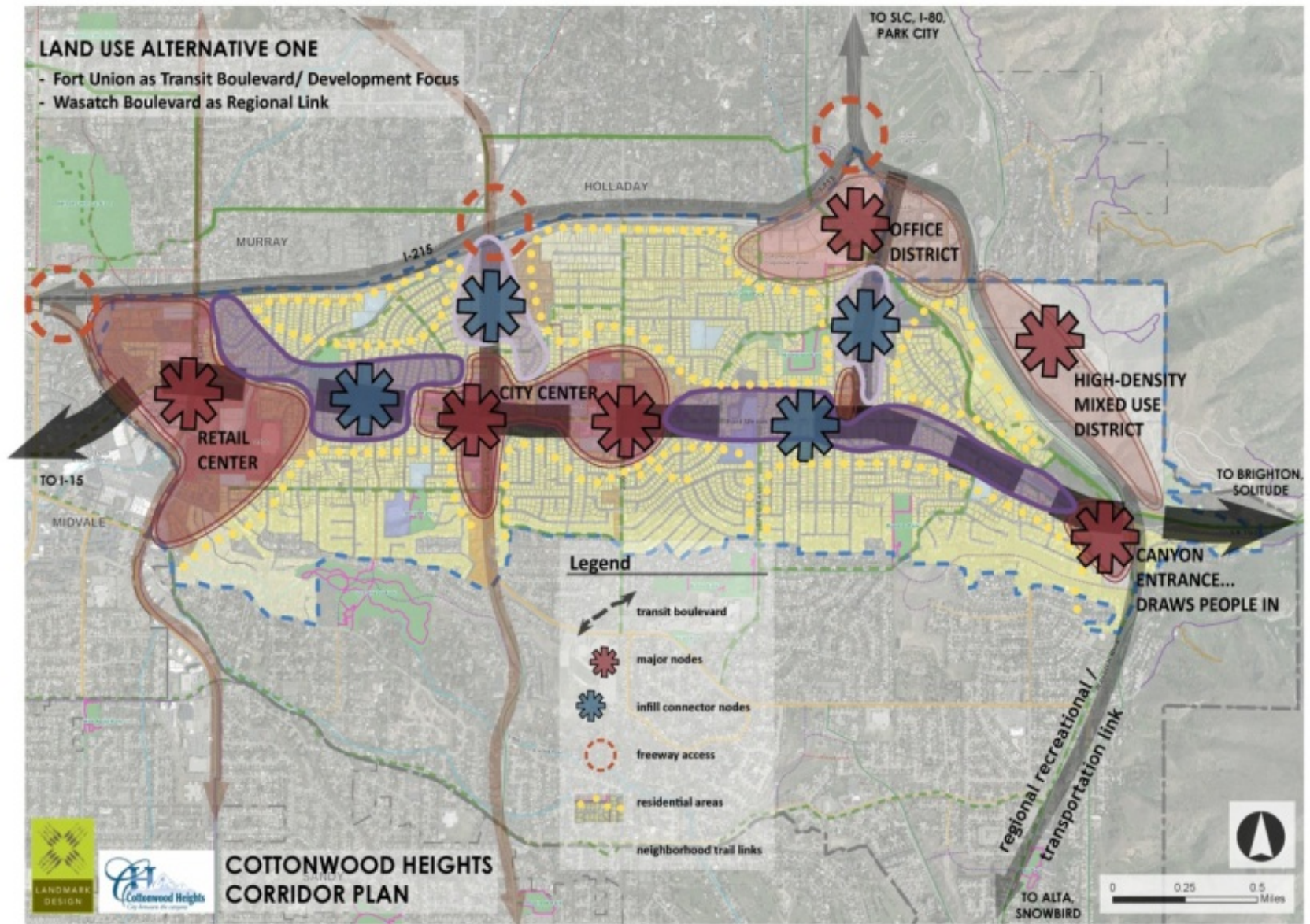
- No other street in the area connects as effectively as Fort Union
- An argument for a complete street/complete corridor?



Fort Union has Limited Right-of-Way



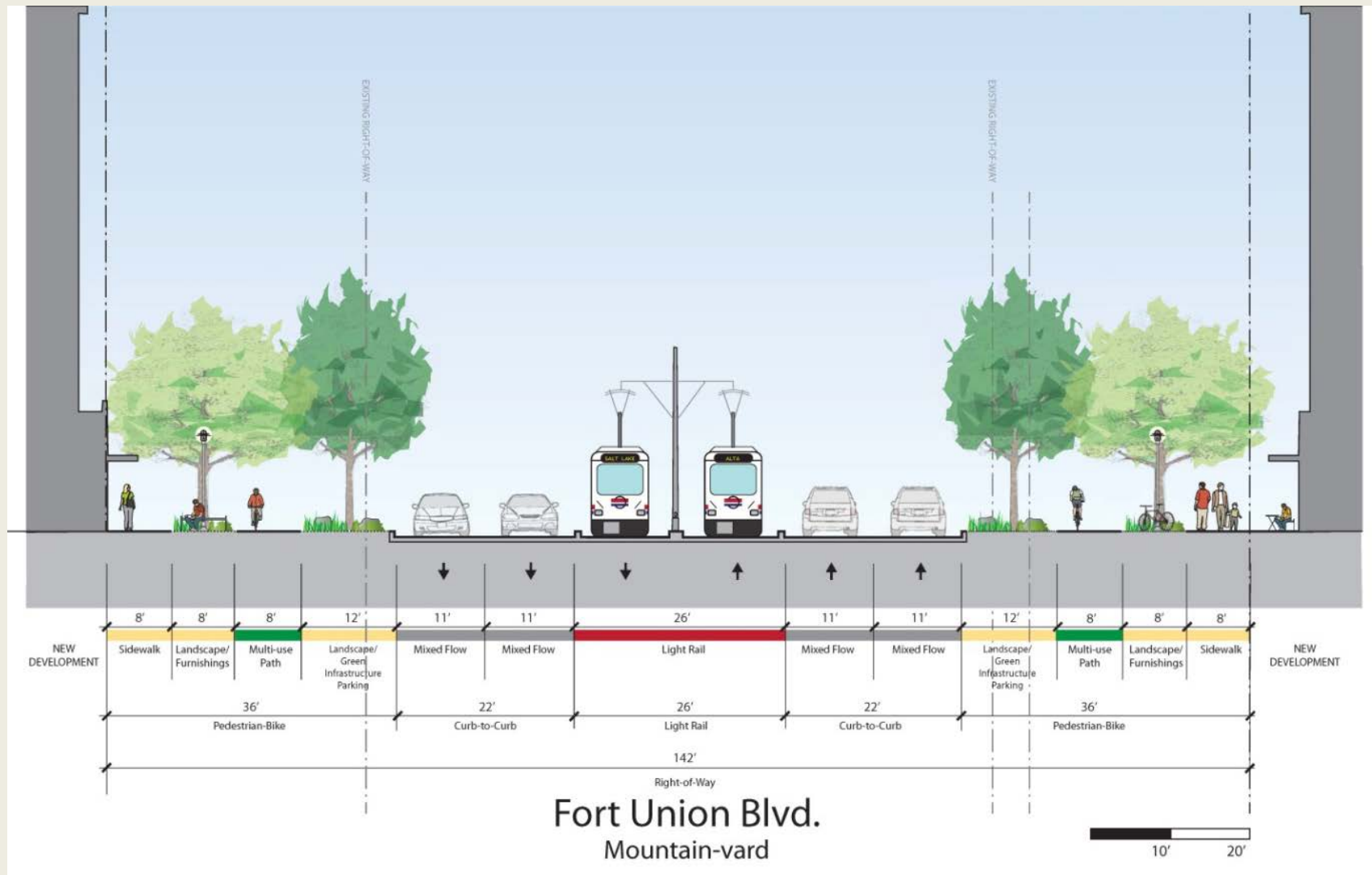
ALTERNATIVE 1



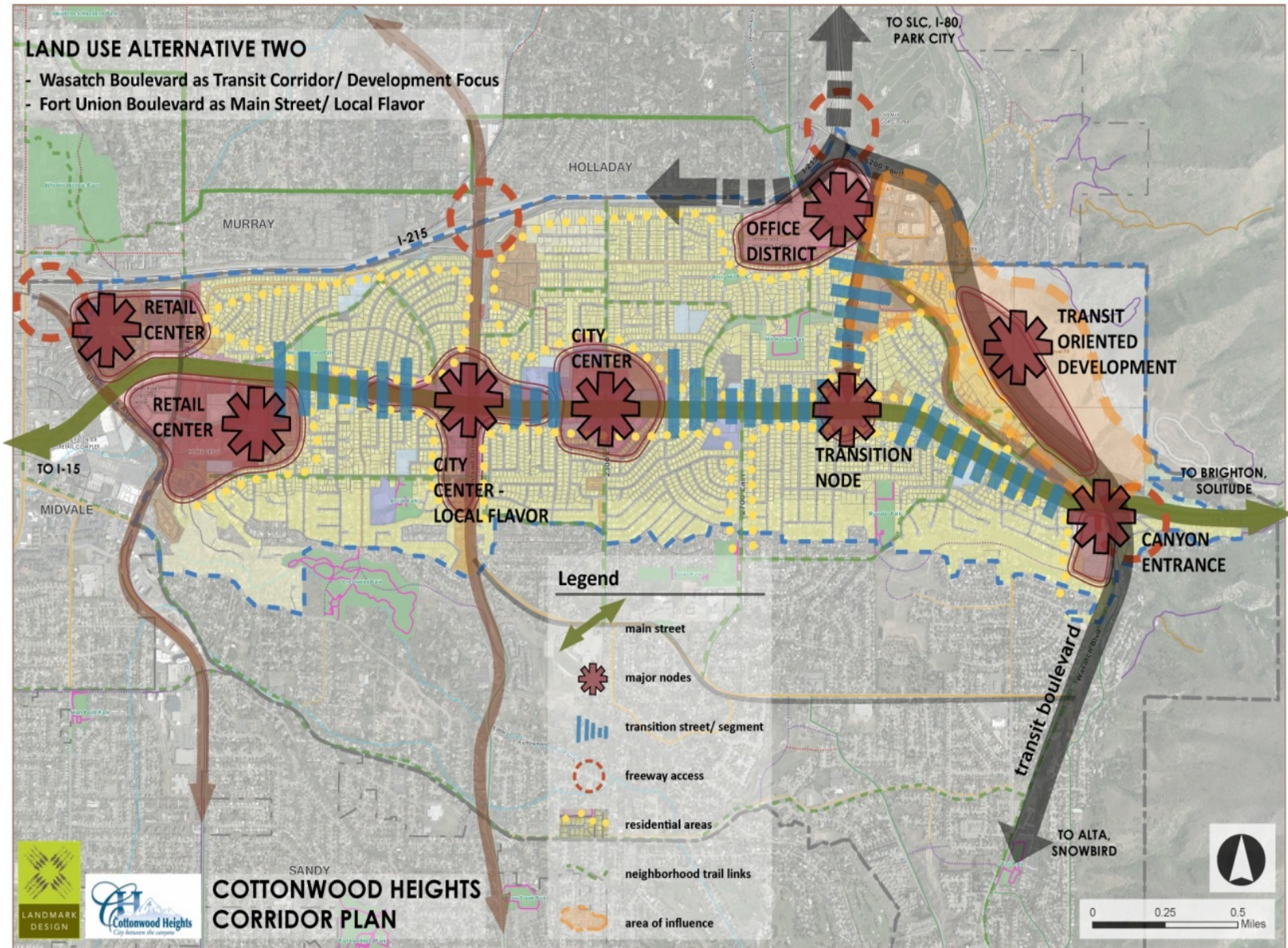
The Boulevard



The Mountainvard



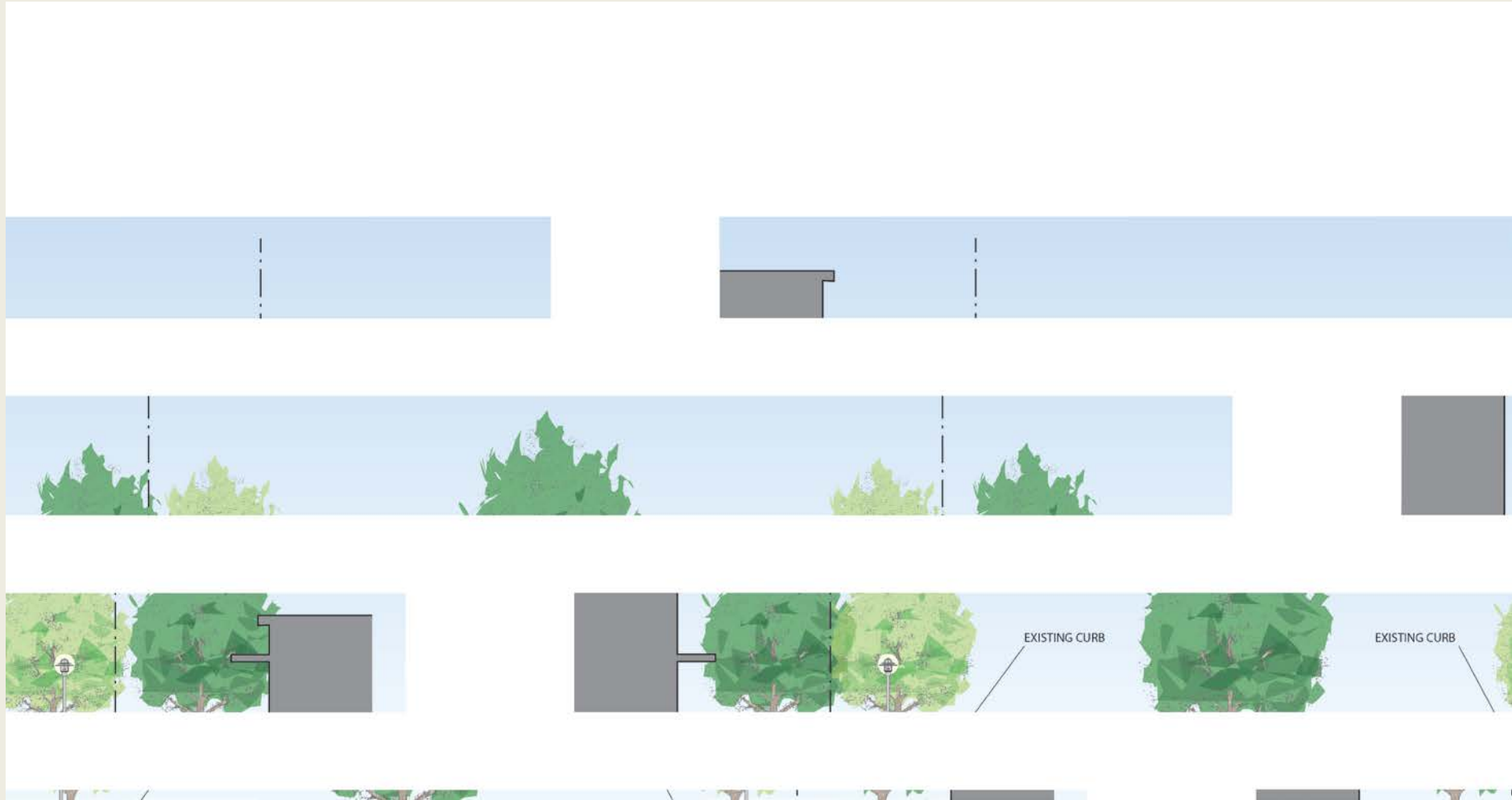
ALTERNATIVE 2



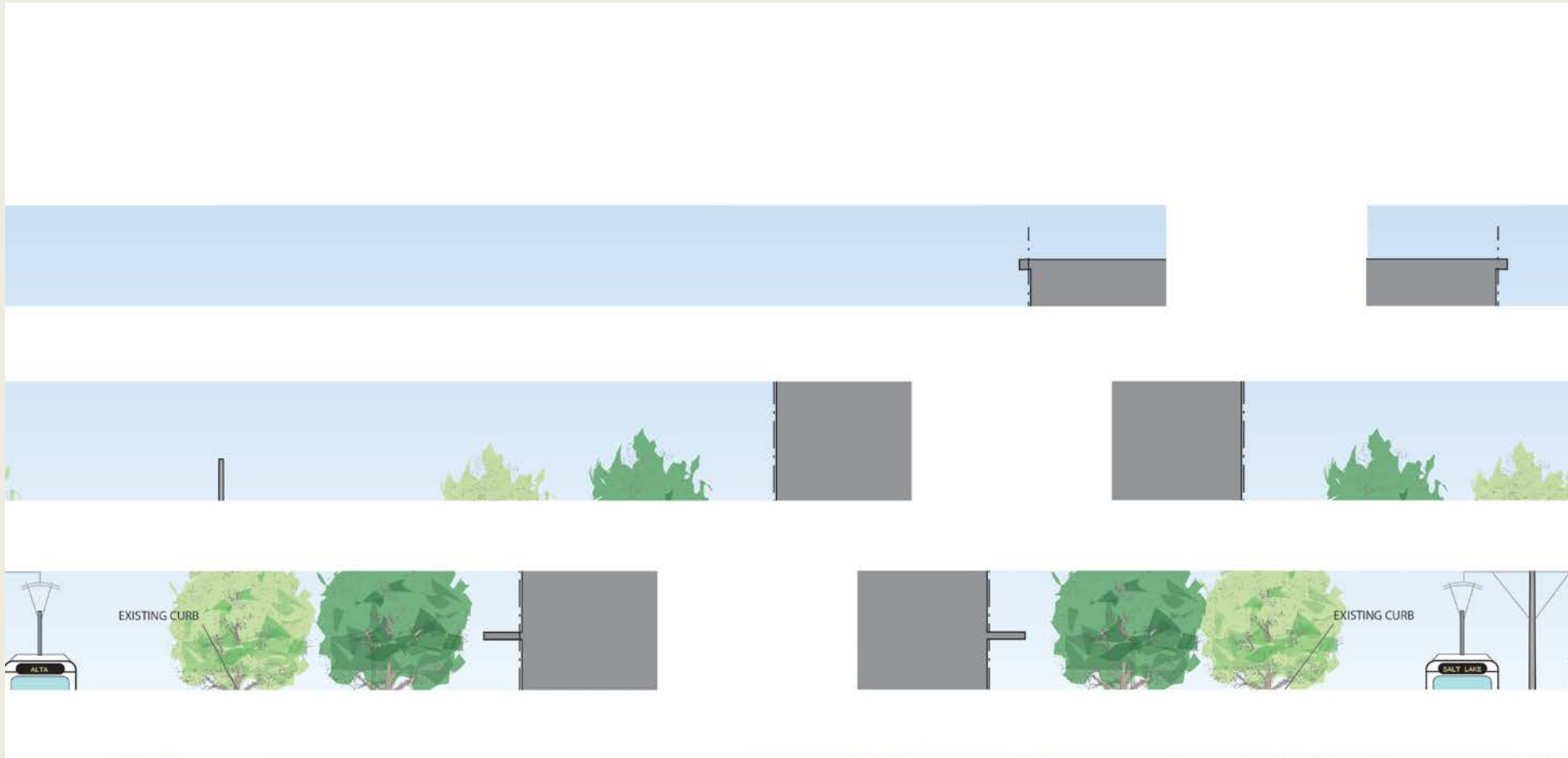
The Main Street



Main Street and City Center



Light Rail Conversion



FORT UNION BLVD.

Main Street

This concept proposes the re-imagining of Fort Union Boulevard as Cottonwood Heights' "Main Street" between just east of 2300 East and just east of Highland Drive. This would occur by reducing the number of vehicle travel lanes from 5 to 3, and using the extra space within the existing curbs for on-street parking and bicycle lanes, both of which would promote a walkable central business district and community gathering center for Cottonwood Heights. Streetscape improvements such as street trees, street furniture, and pedestrian scale lighting, as well as a 25 mile-per-hour speed limit and mid-block crossings would also help transform the character of this segment of Fort Union to that of a Main Street.

1 THREE VEHICLE LANES

This concept for Fort Union Blvd. reduces the number of vehicle lanes from 5 to 3. Traffic will flow smoothly because friction is reduced by plentiful turn lanes.

2 BIKE LANES

With the extra room yielded by the lane reduction, bike lanes can be integrated into the street design, creating a key east-west bike connection for Cottonwood Heights.

3 ON-STREET PARALLEL PARKING

The lane reduction also makes room for on-street parking, which will help businesses as well as the pedestrian life of the street.

4 PEDESTRIAN CROSSINGS

This concept reduces the curb radii at major intersections like this one to reduce crossing distance and leverage the City's high-visibility crosswalks.

5 PLANTED MEDIANS/TURN POCKETS

In place of the continuous center turn lane, medians and focused turn pockets would be built. While medians help create a more pedestrian scale for the street and provide more opportunity for trees and landscape, turn pockets allow left turns with fewer conflict points than the continuous lane.

6 MID-BLOCK CROSSINGS/PEDESTRIAN REFUGES/BULB-OUTS

This concept encourages more frequent pedestrian crossings of Fort Union, whether signalized, pedestrian-activated signalized, or unsignalized. These crossings can be shortened by median refuges and extensions of the curb, called bulb-outs. Here, bulb-outs are created by islands in the parking lanes connected to the sidewalk by trench drains.

7 STREETScape IMPROVEMENTS

While this concept does not widen sidewalks, it does add new street trees as well as pedestrian-scale lighting and street furniture like benches and bike parking.

8 BUS PULL-OUT

At bus stops placed at the far side of intersections, buses can pull out of traffic and into a lane shared with bicyclists.

9 GREEN PAINT IN CONFLICT ZONES

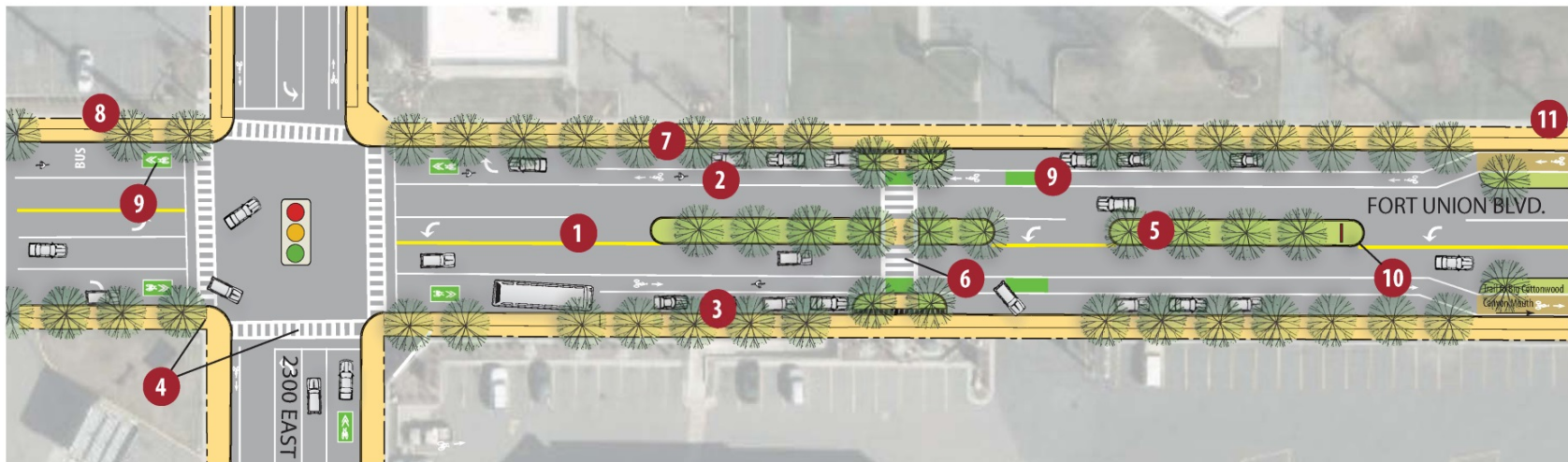
Urban bicycle facility best practices say that conflict areas between cyclists and other modes should be marked by green coloring.

10 GATEWAY SIGN

At the entry to this area, a gateway sign or monument can welcome people to Cottonwood Heights.

11 MULTI-USE PATH TRANSITION

The project team has developed a concept for a multi-use path (for pedestrians and cyclists) extending to Wasatch Boulevard. At the entry to Downtown Cottonwood Heights, this path can transition to sidewalks and bike lanes.





Nodes 2 & 3

Town Center is Centered Around Highland Drive and 2300 East

Create lunchtime dining linkages with nearby employment centers (Cottonwood Corporate Center) and with the Fort Union bookends (West and East ends)

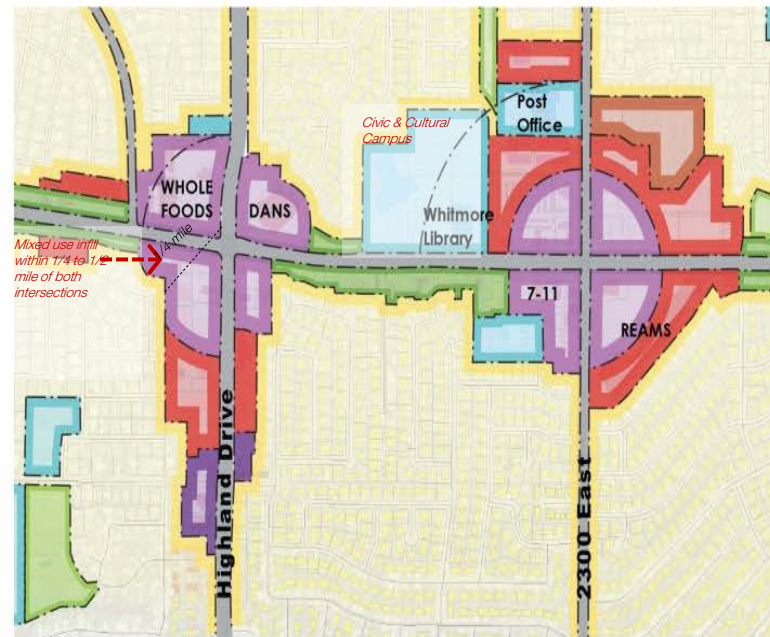
Create community gathering areas

Incorporate high capacity transit, as possible

Bring businesses out to the street
– create a “street wall”

Recapture lost sales leakage
in smaller-scale businesses
throughout this area

Balance high traffic volumes
with large pedestrian realm and
placemaking enhancements



Encourage potential bike and pedestrian connections

Focus on **local history and flavor** when creating new uses

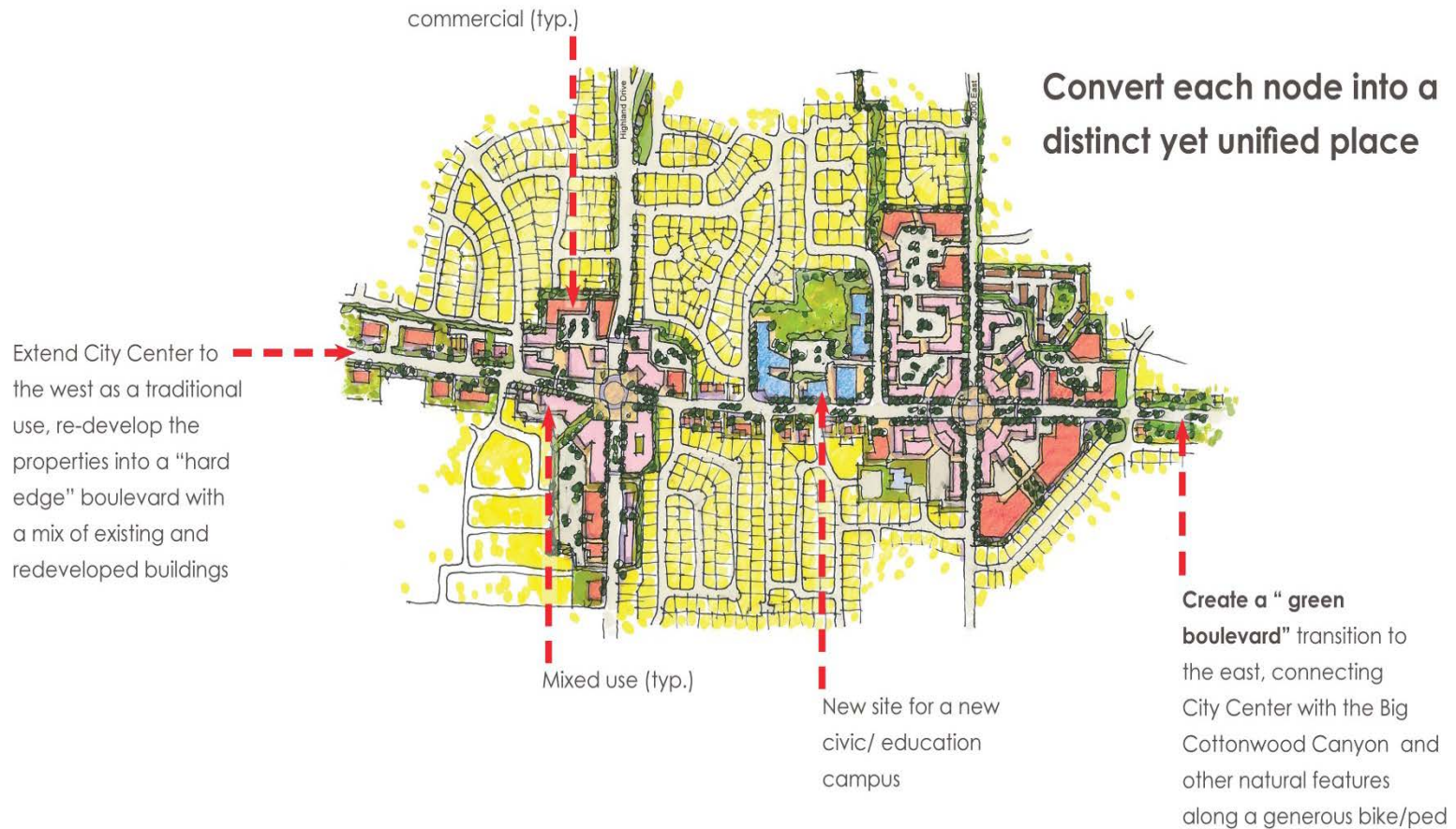
Create **community events** that bring visitors into the heart of Fort Union

Encourage new **mixed-use development** and increased housing densities at the nodes

Redesign the nodes to **reduce asphalt** and create walkable environments

Town Center Concept

Buffer existing residences from commercial and similar uses through the use of "green screens" and transitional land uses



town center node

*images
& ideas*



Create a unified town center through quality design, architecture, site design and layout



nightlife



Incorporate legible entryways



Link private and public streets



Provide "24/7" places & uses



A balance of quality built & open spaces that attract drivers, riders, pedestrians and bikers alike

*A place to
meet & come
together*

Envisioned Conversion of Fort Union into a Town Center “Main Street”



Node 4:

3000 East “Local Center”

Take every opportunity to **link Fort Union with the surrounding neighborhoods** using green corridors and trails

A “Green Boulevard” lines both sides of Fort Union Boulevard, leading visitors to the City Center along pleasant pathways suitable for pedestrians and bikers alike.



Redevelop this site into a “**green commerce**” area with cafes, bike shops and generously landscaped trails and parkways

Re-develop the gas station and small offices on the north side of this intersection into a **neighborhood commercial center** that is unified

Node 4

*comparable images
& ideas*



Scale/balance between buildings and spaces



Develop a special/unified design and look



Details and design that shout "local" & high-quality experiences



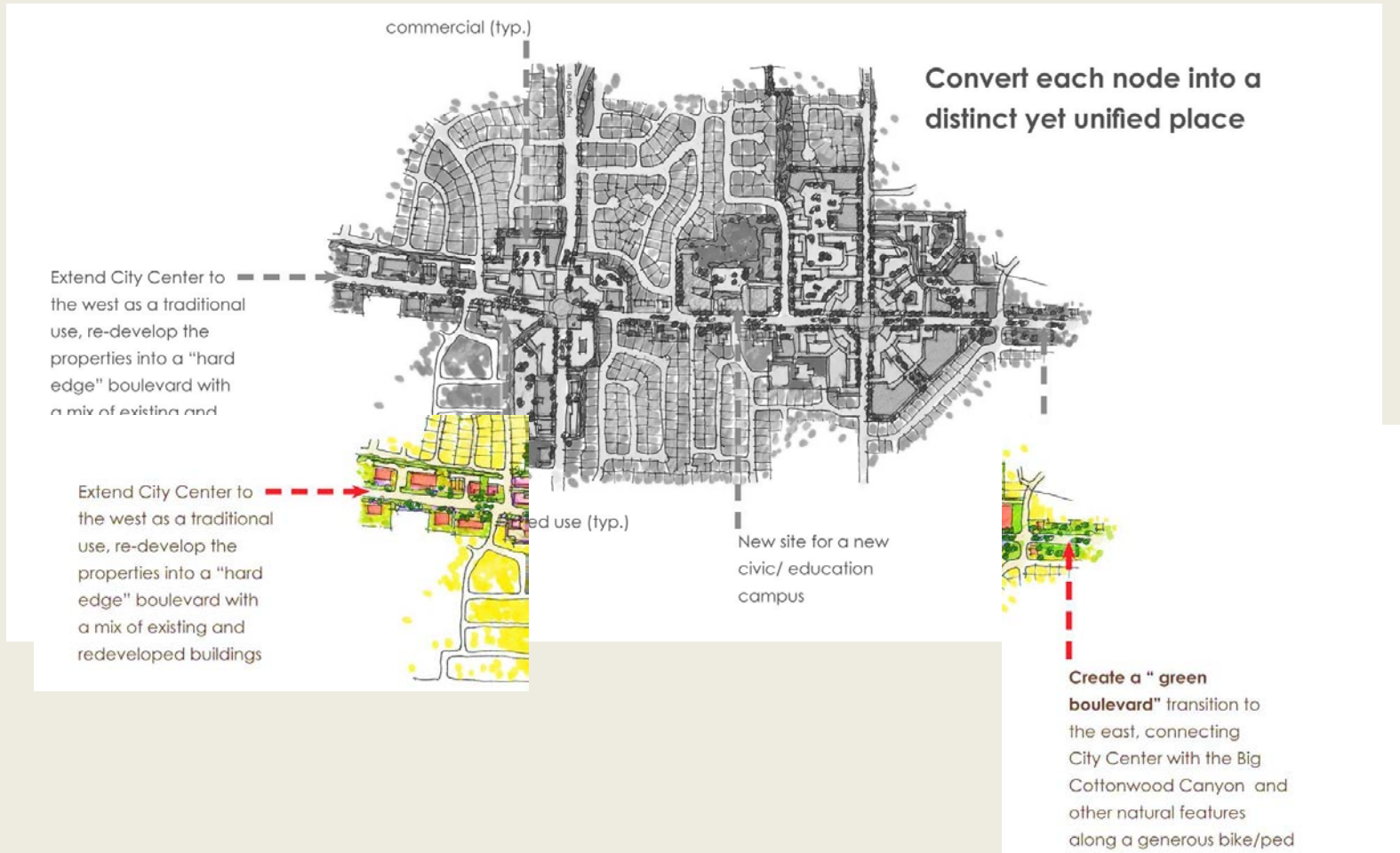
A genuine neighborhood destination & uses



**Neighborhood
scales & uses
for residents
& others**

Transition Nodes:

Converting edges between the nodes as part of a Unified Boulevard Experience



Transition Nodes East of Town Center:

Converting Variable Conditions into a Unified Boulevard Experience

Existing Condition:

Narrow right-of-way, narrow front yards and frequent driveways limit opportunities to create a meaningful pedestrian-friendly transition area



Phase 1:

Utilize front yards to establish continuous pedestrian pathways and related amenities on both sides of roadway



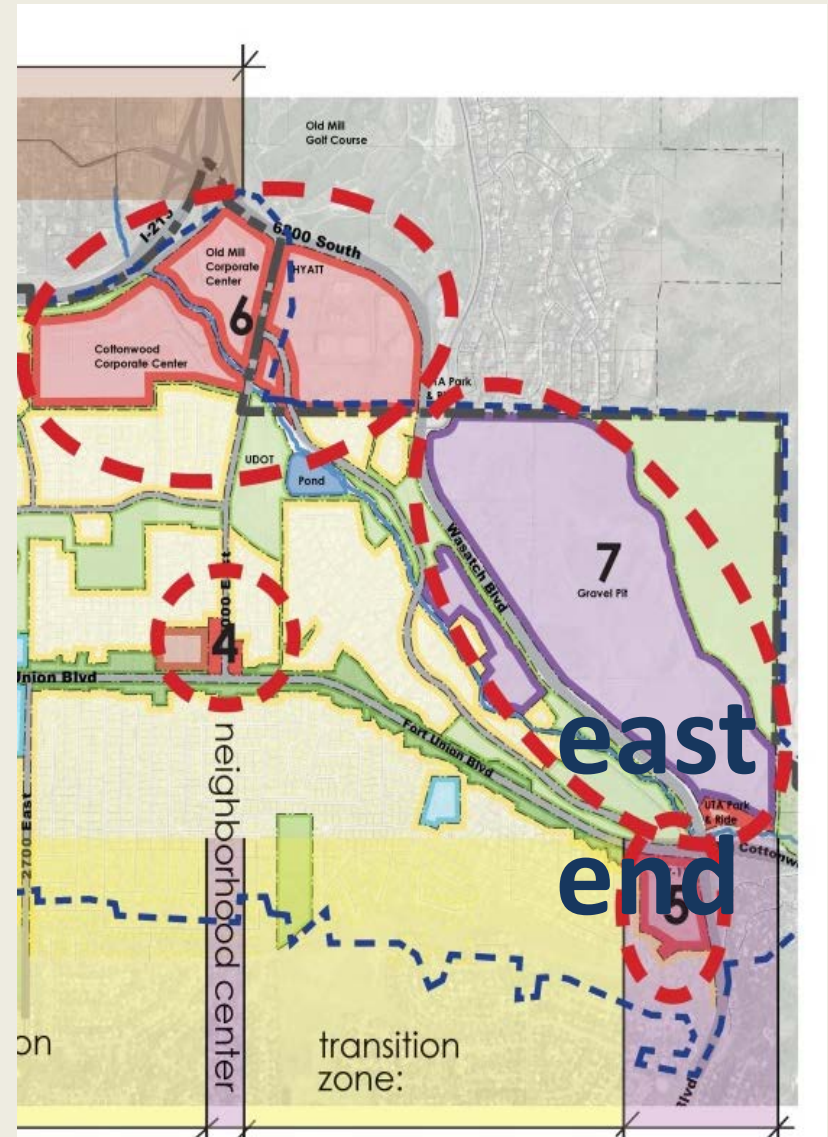
Phase 2:

Strategically merge adjacent lots in larger properties suitable for residentially-scaled businesses with controlled access points/driveways, shared parking and unified street presence



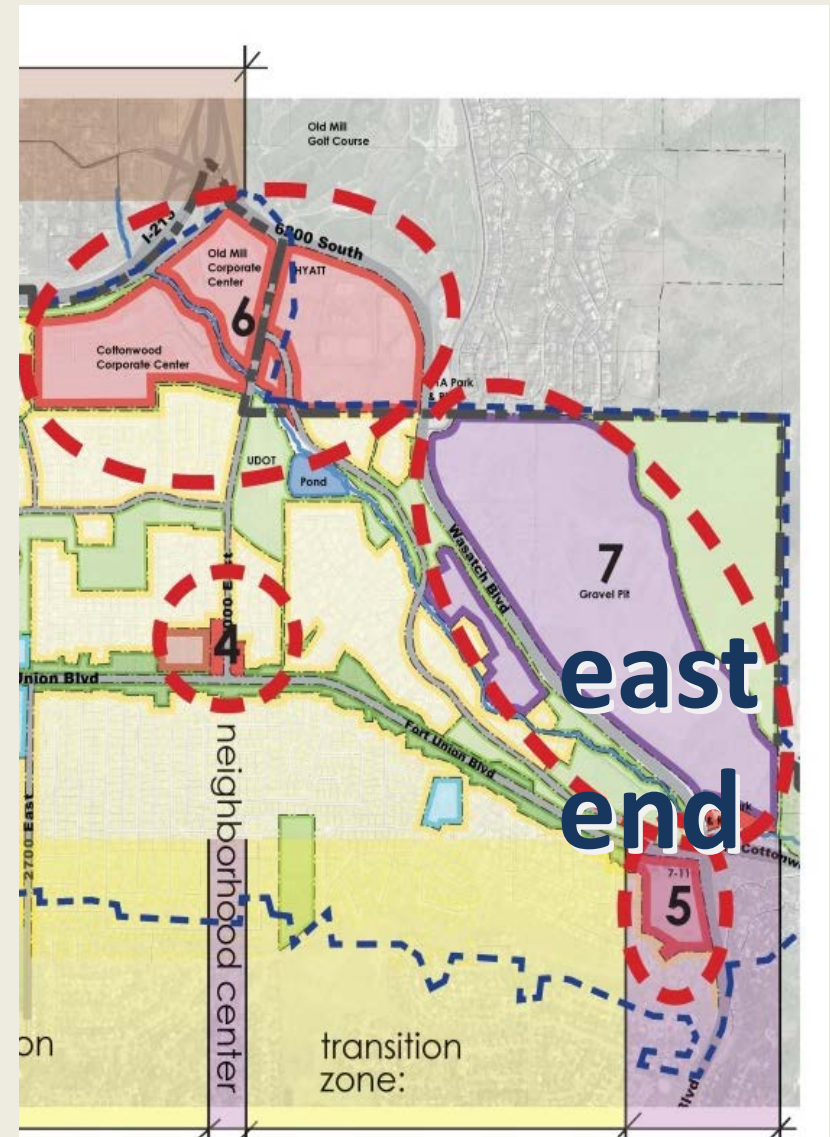
EAST END – NICHE MARKETS

- Strong office market and resort proximity create strong opportunities for lodging and restaurant clusters
- Become “THE NODE” for resort development up the Canyons
- Upper-end retail; unique
- Demographics - take advantage of resident incomes, employee wages, resort visitors



EAST END – EXTEND CANYON FEEL INTO FORT UNION

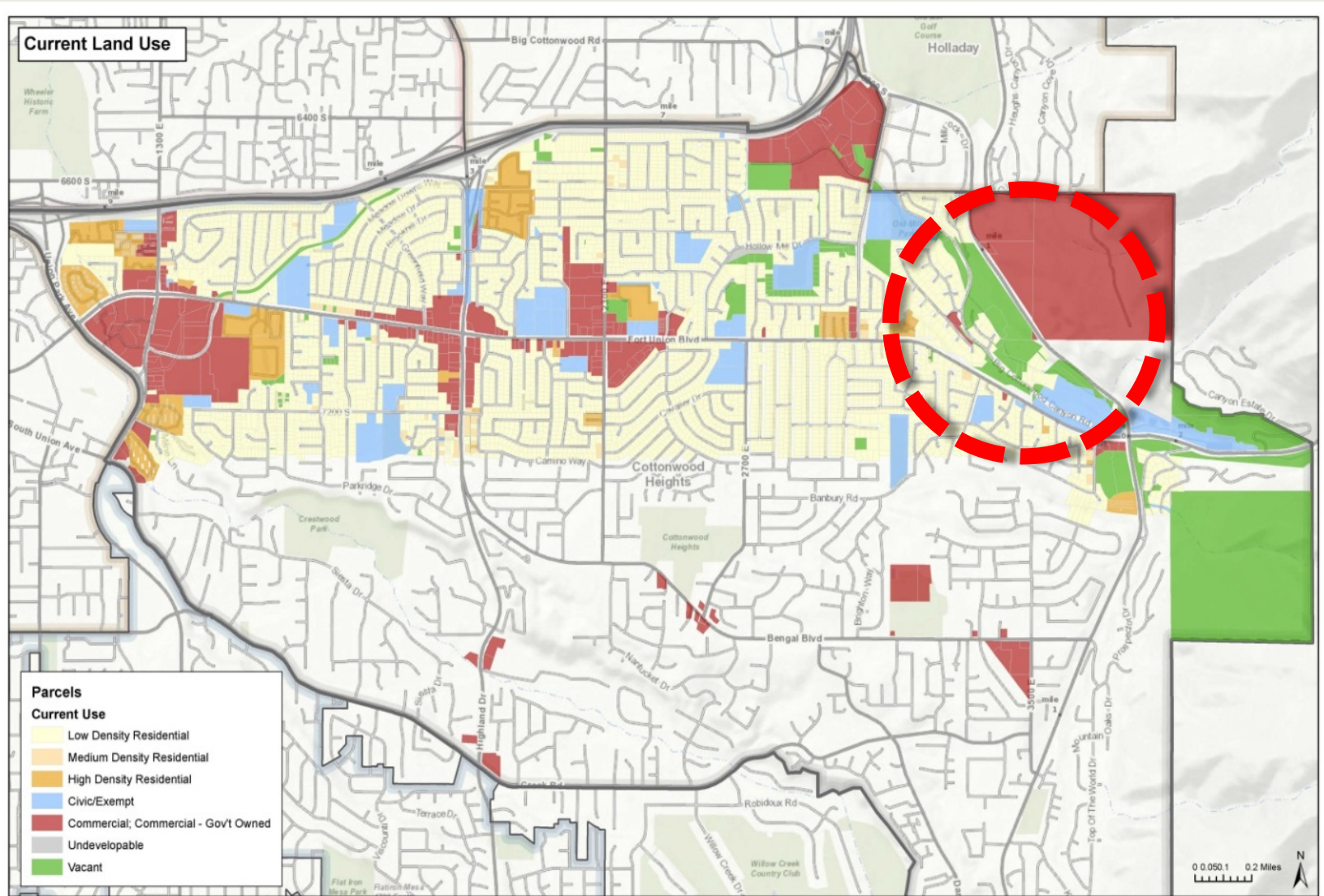
- Extend Canyon down Fort Union through design, recreation-related development, trails, bike paths, transit options, etc.
- Make a gateway to Fort Union:
- Reason to enter Fort Union from the East (clock tower, Olympic monument, name change of road, etc.)



Office Market Analysis – Gravel Pits

- 500,000+ sf per year in suburban areas
- Most competitive site in Salt Lake Valley for premiere Class A Office space
- 3-4 story heights on Fort Union at nodes; 15+ story potential by gravel pits
 - Orem University Place: 9-story office building;
 - Sandy The Cairns: 25-story residential tower.
 - Rents for Class A office are high at Millrock (similar to downtown Class A)
- Class A absorption of 100,000 – 150,000 sf per year in City
- WFRC projections for over 11,000 new jobs in City by 2040

Vacant Land Concentrated at Gravel Pit



Total Tax Impacts per Acre by Economic District

District	Total Tax Impacts per Acre
1	\$6,533.18
2	\$3,128.16
3	\$6,164.10
4	\$1,083.89
5	\$793.45
6	\$3,668.72
7	\$1,375.84
8	\$1,810.68
9	\$11,856.93
10	\$902.08
11	\$803.95
12	\$1,746.50
13	\$9,013.96
14	\$2,735.07

Districts

Total Tax Impacts per Acre

- \$793.45 - \$902.08
- \$902.09 - \$1,746.50
- \$1,746.51 - \$3,128.16
- \$3,128.17 - \$6,533.18
- \$6,533.19 - \$11,856.93

0.050.1 0.2 Miles

Districts

Total Tax Impacts per Acre

	\$793.45 - \$902.08
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Districts

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Districts

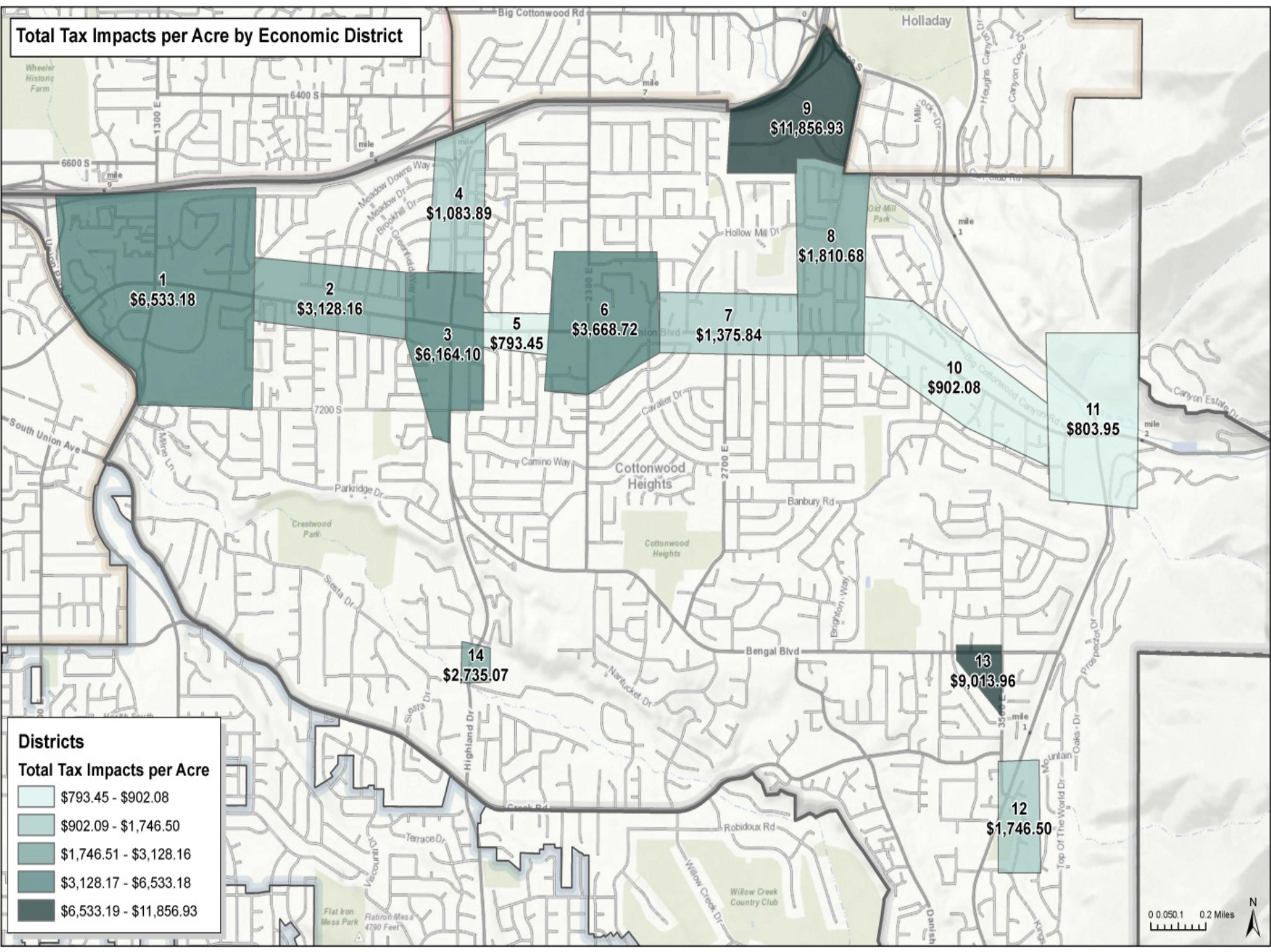
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	\$3,128.17 - \$6,533.18
	\$6,533.19 - \$11,856.93



0 0.050.1 0.2 Miles



LODGING MARKET

Accommodation	Leakage	Capture Rate
Bed & Breakfast & Other Accommodation	\$1,572,099	0.00%
Hotels & Motels	-\$19,110,686	2.99%
RV Parks & Recreational Camps	-\$466,912	0.00%
Rooming and Boarding Houses	-\$34,942	35.46%
Subtotal	-\$18,040,442	10.79%



COMPARATIVE LODGING

Accommodations				
	2013 Sales	Per Capita	Per Employee	Per Capita & Employee
Park City	\$220,058,942	\$29,158	\$16,678	\$11,235
Cottonwood Heights	\$2,181,180	\$63	\$162	\$47
Sandy	\$28,929,265	\$320	\$671	\$224
Holladay	\$5,500,000	\$201	\$977	\$172
Midvale	\$12,339,350	\$420	\$851	\$294
Murray	\$7,146,437	\$147	\$166	\$81

RESTAURANTS

Food Services and Drinking Places	2013 Leakage	2013 Capture Rate
Full-Service Restaurants	-\$2,975,689	94.09%
Limited-Service Eating Places	\$0	0.00%
Caterers & Other Special Food Services	-\$2,250,402	0.54%
Drinking Places (Alcoholic Beverages)	-\$793,848	48.93%
Subtotal	-\$6,019,939	89.41%



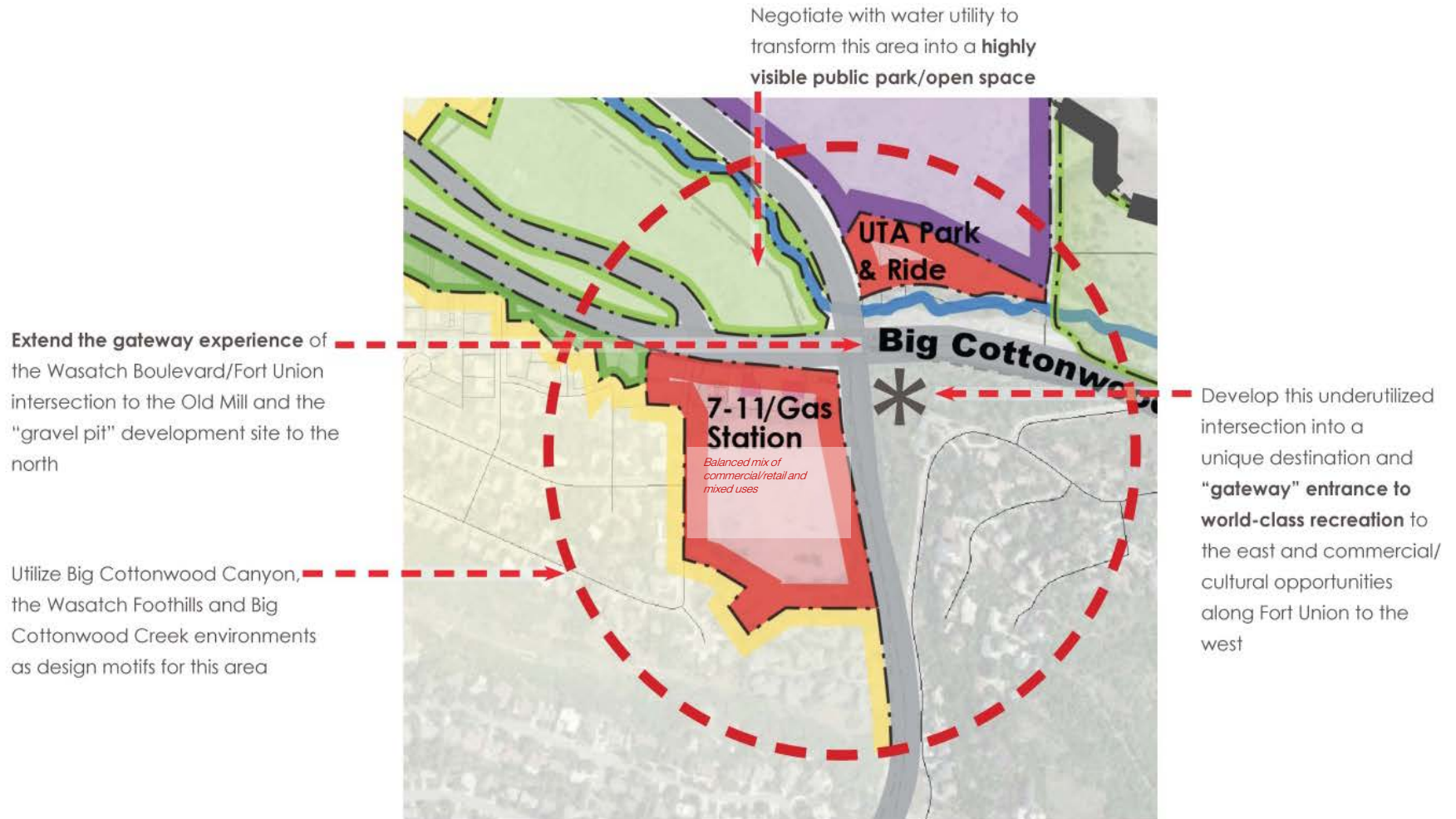
COMPARATIVE RESTAURANT SALES

Food Services

	2013 Sales	Per Capita	Per Employee	Per Capita & Employee
Park City	\$97,443,588	\$12,912	\$7,385	\$4,975
Cottonwood Heights	\$50,812,165	\$1,470	\$3,780	\$1,094
Sandy	\$152,397,628	\$1,685	\$3,534	\$1,179
Holladay	\$28,327,857	\$1,034	\$5,034	\$887
Midvale	\$69,994,504	\$2,382	\$4,827	\$1,667
Murray	\$112,038,364	\$2,298	\$2,605	\$1,268

Node 5:

Wasatch Boulevard/Fort Union Boulevard Niche Development



Node 5

*comparable images
& ideas*



Buildings and spaces that reflect local needs and conditions



*Big Cottonwood granite expressed
in the corridor design*



A mix of built and open spaces



Locally-inspired design and architecture

*A place where
nature and
city meet*

Node 5

canyon mouth
gateway ideas



High-altpine forest.....



*Mountain mahogany
forest*



*Maple side canyon.....
Maple side canyon.....*



Aspen forest

4500'



*Bonneville shoreline/
foothills*

*A place that reflects
natural systems,
materials &
environments*

Wasatch Boulevard Example: Existing Site Layout



Convert the Intersection into a Great Place and an Inviting Entry for Visitors and Locals Alike



FORT UNION BLVD. Big Cottonwood Canyon Mouth

This concept for the far east end of the Fort Union corridor, just west of Wasatch Boulevard, pulls the recreational aspects and mountain flavor of the Cottonwood Canyons into Fort Union while creating a more walkable environment for the row of businesses - and perhaps future mixed use center - on the south side of the street.



1 THREE VEHICLE LANES

This concept for Fort Union Boulevard retains the existing three lane structure but narrows the lanes, eliminates the westbound receiving/turn lane and formalizes/adds more on-street parking.

2 SOUTH SIDE: WIDER URBAN SIDEWALKS

Sidewalks on the south side of the street are widened and streetscape amenities such as trees, lighting and street furniture are added, in order to encourage walking and buildings fronting the street.

3 NORTH SIDE: BIG COTTONWOOD CANYON TRAIL

The centerpiece of this concept is a multi-use trail extending from Big Cottonwood Canyon down Fort Union Boulevard to a potential "Downtown" Cottonwood Heights between 2300 East and Highland Drive. Here, the trail transitions from a mountain recreation trail in the canyon to a more urban trail west of

Wasatch Boulevard. The 20-foot-wide trail has designated lanes for bicycles and pedestrians as well as streetscape amenities like trees, lighting, and benches. This trail is designed to draw mountain visitors and recreationalists into Cottonwood Heights.

4 FORT UNION PEDESTRIAN CROSSINGS

A key part of this concept is increasing and improving the opportunities for pedestrians to cross Fort Union Boulevard between Wasatch Boulevard and Big Cottonwood Canyon Road. This concept shortens crossings by reducing lane widths, extending "bulb-outs" into the parking lane and using wide, high-visibility crosswalk markings.

5 ON-STREET BIKE FACILITIES

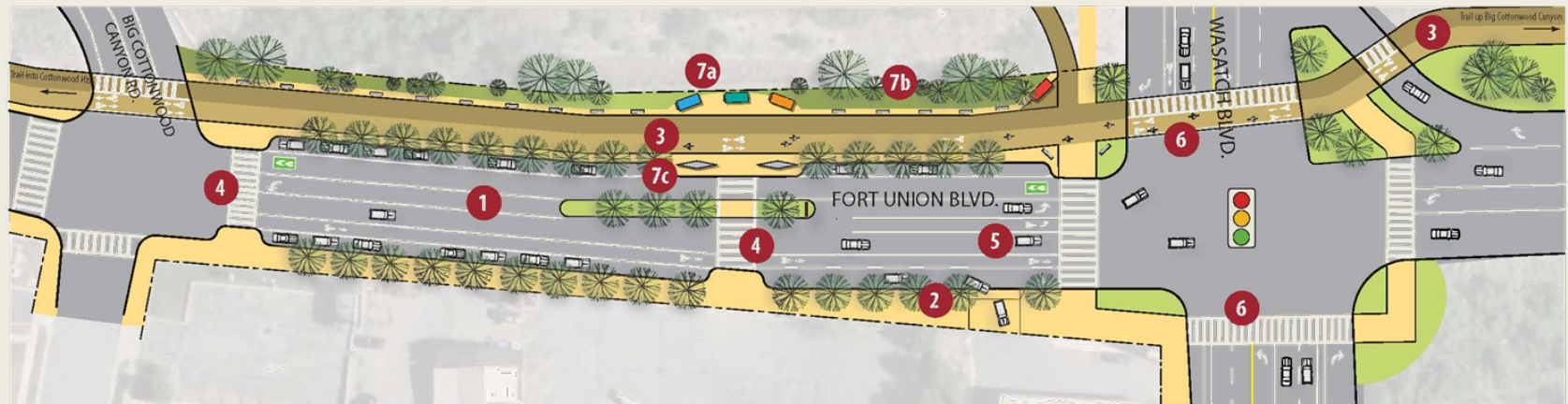
Even though this concept would add a multi-use trail for cyclists, it retains the eastbound (uphill) bike lane and bike turn lane. Westbound, the travel lane is marked (with the green-backed "sharrow") as a shared lane for cyclists and motorists.

6 WASATCH BLVD. PEDESTRIAN CROSSINGS

Pedestrian crossings of Wasatch Boulevard are improved by pulling back from the corners to be as short as possible and align with sidewalks. High-visibility markings are added. On the northern crossing, the existing "pork chop" at the free right turn is enlarged to increase pedestrian and cyclist comfort and safety.

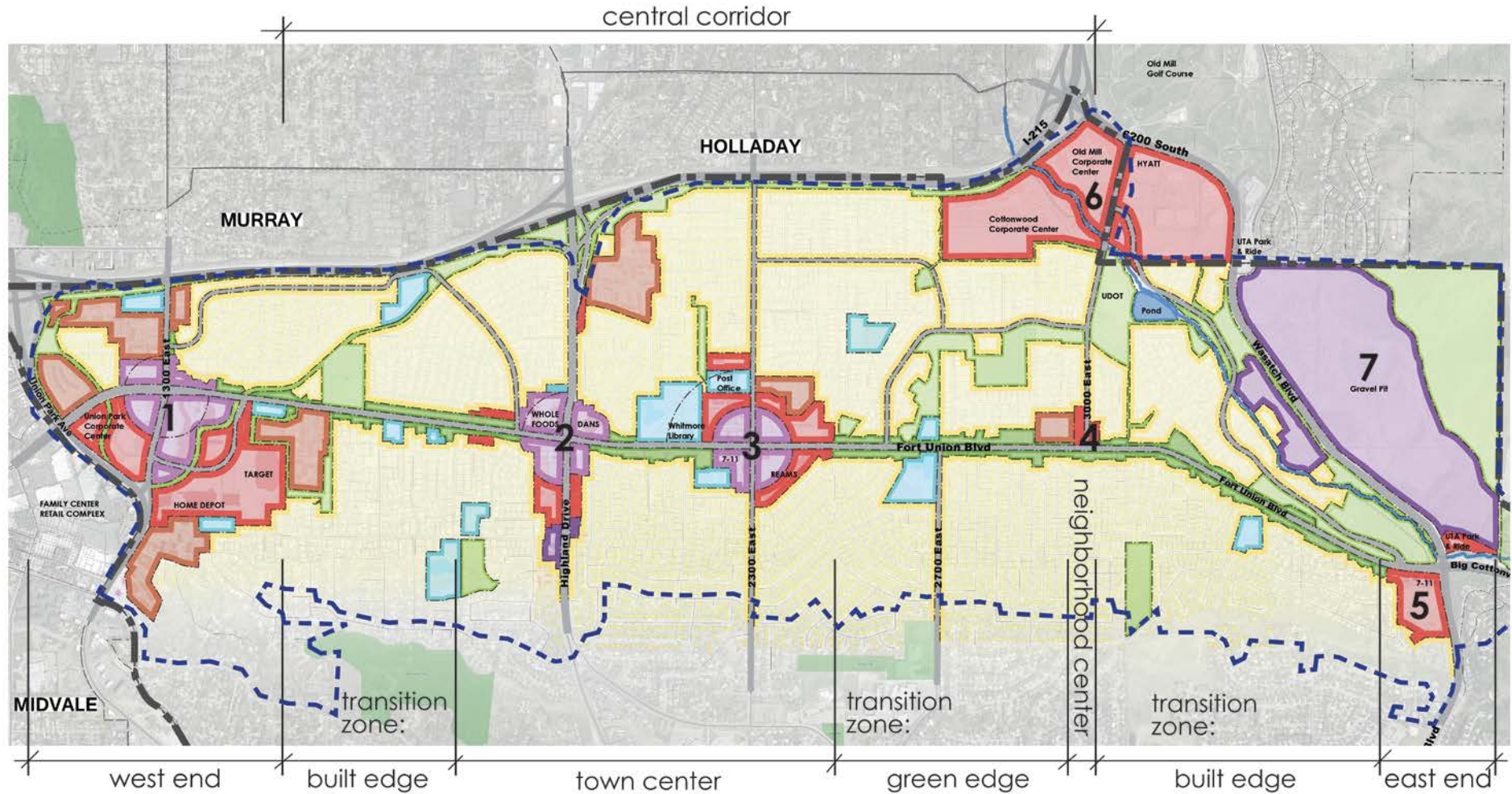
7 MOUNTAIN PLAZA

The multi-use path running through this segment of Fort Union Boulevard can create small public spaces emphasizing gathering, spectating, commerce, and public information. Amenities could include food trucks (7a), seating and berms for spectating races or people watching (7b), and electronic information boards with snow reports, community info, race results or a public Strava display (7c).





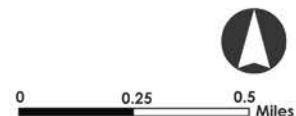
Summary of Land Use Structure



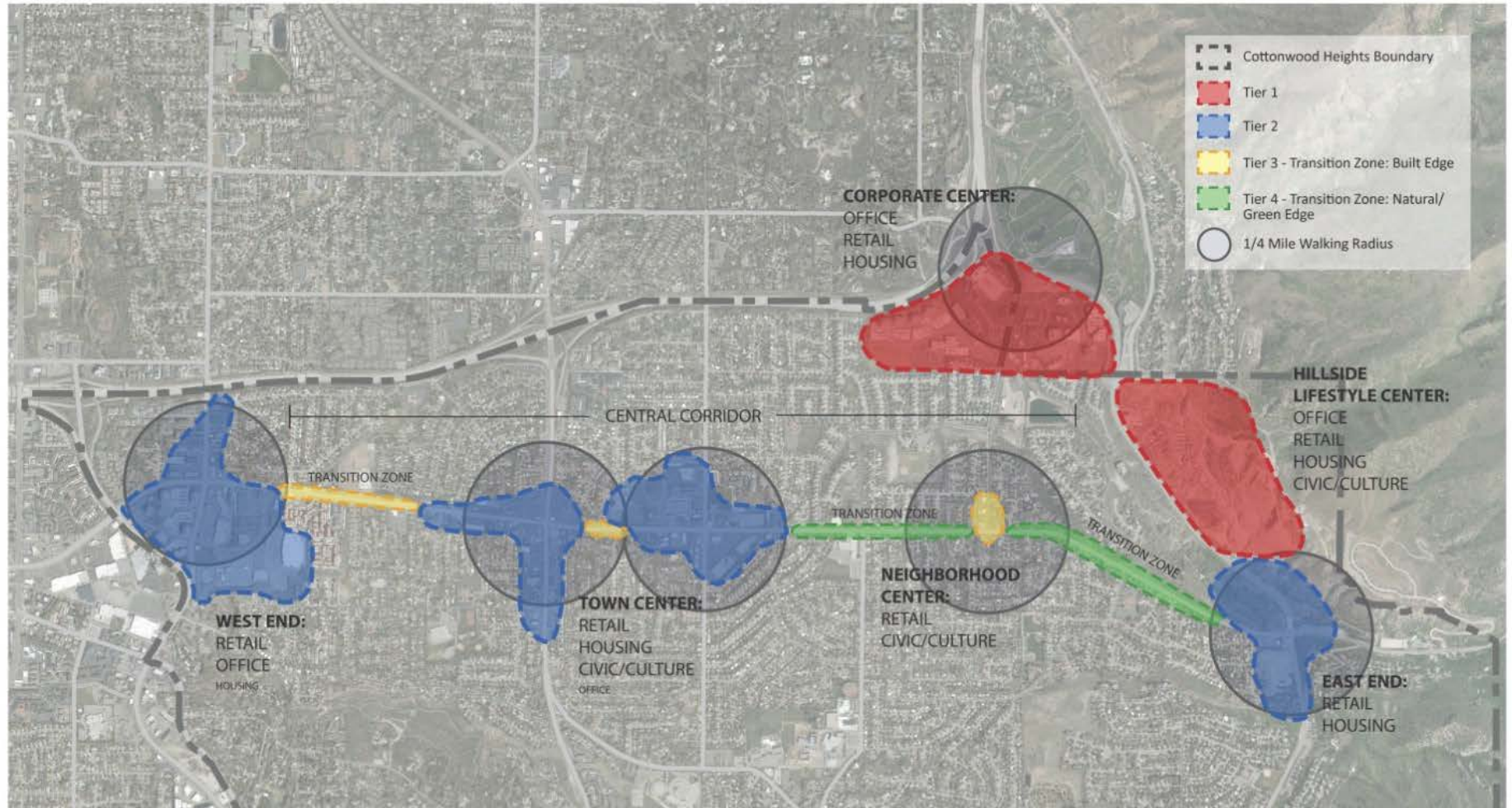
mixed-use center
 commercial/mixed-use node
 commercial/office
 density residential
 single family residential
 civic/cultural/institutional
 parks and open space
 corridor connections



**COTTONWOOD HEIGHTS
CORRIDOR PLAN**



Tier Opportunities & Intensity of Development



Intensity of Development and Distribution of Uses



COTTONWOOD HEIGHTS
CORRIDOR PLAN
LAND USE INTENSITY MAP

-  Cottonwood Heights Boundary
-  Civic/Culture
-  Office
-  Retail
-  Housing

If We Don't Do Anything, What Happens?

